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B-GG-007-001/FP-001

Peace Support Operations

FIELD BOOK

(ENGLISH)

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Issued on the Authority of the Chief of Land Staff

Canada

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FOREWORD

1. This Field Book has been compiled from many sources: post-operational reports; Canadian, Allied and UN doctrine; experiences of CF personnel; and tactics, techniques and procedures developed and validated by the Peace Support Training Centre (PSTC).

2. This book is intended to be carried with you during your deployment and is designed to allow you to add information. It contains several types of information. There is reference material that provides information on a variety of peace support operational issues, a section of checklists to assist in preparing or executing peace support tasks, some mission specific material to provide situational awareness, and a section containing supplementary information that will be useful during deployment. Certain sections, while more specific to military observers, contain information that may be of use to any CF member on a deployment.

3. This Field Book is an information book. It is not policy, and in cases where users identify or suspect some conflict with authorized policy or doctrine, the policy or doctrine will take precedence. Experience gained from deployments will continue to be one of the most valuable sources for this book, and readers are encouraged to use the enclosed comment card to forward suggestions for changes to the PSTC. This Field Book is meant to be a dynamic tool; with your involvement, it will remain useful and contemporary.

LCol P.J. Poirier
Commandant
Peace Support Training Centre

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SECTION 1
THE LAW OF ARMED CONFLICT

101. GENERAL

1. CF personnel serving abroad are subject to the provisions of the National Defence Act, Queen's Regulations and Orders, the Criminal Code of Canada, the Law of Armed Conflict and applicable international law. International law is the primary legal basis for the use of force during international operations. It provides stability in international relations and an expectation that certain acts or omissions will bring about predictable consequences. Nations comply with international law because it is in their best interest to do so. Like most rules of conduct, international law is in a continual state of development and change. As with any legal issue, an operational commander is not expected to be a legal expert, but is required to understand the principles in sufficient detail to ensure the following:

a. That international law is correctly applied in planning and conducting operations.

b. All members of the force understand their legal responsibilities with respect to the use of force and the conduct of armed conflict, and how to deal with combatants and non-combatants during conflict.

102. MAIN INTERNATIONAL AGREEMENTS

1. There is no single document constituting international law. This is an umbrella term describing a body of agreements that have been developing and expanding since 1907. These international agreements led to the development and codification of the two primary components of international law; the Law of Peace and the Law of Armed Conflict.

103. THE LAW OF PEACE

1. The international Law of Peace includes but is not restricted to treaties, conventions, agreements and customary international law comprising the norms of international behaviour in times of peace. It regulates the conduct of nations in diplomacy, commerce, industry, resource development, transportation and the protection of the environment. One of the cornerstones of the Law of Peace is the United Nations (UN) Charter.

104. THE LAW OF ARMED CONFLICT

1. The modern Law of Armed Conflict (LOAC) has its sources in international conventions (agreements or treaties between states), international custom and practice, general principles recognized by civilized nations, and national and international court rulings. The basis for the LOAC consists of two sets of agreements, each named after the two cities where most of them were devised; the Hague Conventions of 1907 and the four Geneva Conventions for the Protection of the Victims of War of 1949, which have been supplemented by the Protocols to the Conventions.

2. The Hague Conventions are concerned essentially with how military operations are conducted, and the methods and means of combat. The Geneva Conventions are primarily concerned with the protection of persons involved in conflict, such as civilians, prisoners of war, and the sick and wounded. Protocol I to the Geneva Conventions deals with international armed conflict and Protocol II with internal armed conflict. In addition to expanding the protection afforded to the victims of war, both these Conventions contain provisions regulating the means and methods of conducting armed conflict.

105. USE OF FORCE

1. While the LOAC restricts the use of force in certain situations, it is not intended to inhibit commanders in the accomplishment of their military mission, but to:

   a. Protect combatants and non-combatants from unnecessary suffering.

b. Protect property of historic, religious or humanitarian value, and the environment from unnecessary destruction.

c. Facilitate the restoration of peace upon the conclusion of hostilities.

106. LAW OF ARMED CONFLICT PRIMARY CONCEPTS

1. Three primary concepts underlie the LOAC:

a. **Military Necessity**. The concept of military necessity justifies the application of compulsion and military force to the extent necessary for achieving the military objective at the earliest possible moment with the least possible expenditure of personnel, resources and equipment. Military necessity does not justify the violation of an explicit rule of the LOAC and therefore cannot be considered in isolation. The concept presupposes that:

(1) The use of force is controlled.

(2) The use of force is necessary to achieve a partial or complete military objective as quickly as possible.

(3) The amount of force used on enemy personnel or property will not exceed that which is needed to achieve prompt submission.

b. **Humanity**. The concept of humanity forbids the infliction of unnecessary suffering, injury or destruction in accomplishing legitimate military missions. This concept also confirms the basic immunity of civilian populations and non-combatants from being the object of an attack during armed conflict.

c. **Chivalry**. This concept refers to the conduct of armed conflict in accordance with certain recognized formalities and courtesies. This concept is reflected in specific prohibitions, such as those against dishonourable or treacherous conduct, and against misuse of enemy flags and flags of truce.

SECTION 2
THE CF CODE OF CONDUCT

107. GENERAL

1. The CF Code of Conduct consists of eleven rules that reflect the LOAC. The CF Code of Conduct applies to all CF members throughout the spectrum of conflict. Ensuring compliance with the LOAC is a matter of leadership and discipline. The use of military force can never be left uncontrolled. Indeed, strong leadership and discipline ensure that operational aims are achieved through the appropriate use of force.

108. DECISION-MAKING AND THE CODE OF CONDUCT

1. Operational missions often require CF members to make decisions quickly under considerable stress in times of confusion and with potentially serious consequences. Understanding and complying with this simple Code of Conduct helps to ensure that split-second decisions are consistent with the LOAC, Canadian laws, regulations and orders.

109. RULES OF ENGAGEMENT VERSUS THE CODE OF CONDUCT

1. In addition to the Code of Conduct, any use of force to accomplish the mission is regulated by rules of engagement (ROE). The Code does not replace ROE; it complements them. ROE will never be issued to Canadians that contravene either the Code of Conduct or the LOAC.

a. **RULE 1**—Engage only opposing forces and military objectives.

b. **RULE 2**—In accomplishing your mission, use only the necessary force that causes the least amount of collateral civilian damage.

c. **RULE 3**—Do not alter your weapons or ammunition to increase suffering or use unauthorized weapons or ammunition.

d. **RULE 4**—Treat all civilians humanely and respect civilian property.

e. **RULE 5**—Do not attack those who surrender. Disarm and detain them.

f. **RULE 6**—Treat all detained persons humanely in accordance with the standards set by the third Geneva Convention. Any form of abuse, including torture, is prohibited.

g. **RULE 7**—Collect all the wounded and sick and provide them with the treatment required by their condition, whether friend or foe.

h. **RULE 8**—Looting is prohibited.

i. **RULE 9**—Respect all cultural objects (museums, monuments, etc.) and places of worship.

j. **RULE 10**—Respect all persons and objects bearing the red cross / red crescent and other recognized symbols of humanitarian agencies.

k. **RULE 11**—Report and take appropriate steps to stop breaches of the law of armed conflict and these rules. Disobedience of the law of armed conflict is a crime.

SECTION 3
RULES OF THE CODE OF CONDUCT

110. AMPLIFICATION OF RULE 1—ENGAGE ONLY OPPOSING FORCES AND MILITARY OBJECTIVES

1. Rule 1 is the cornerstone of the LOAC. It is consistent with and reflects two of the Principles of War, namely Selection and Maintenance of the Aim and Economy of Effort. Any deviation from the military aim will jeopardize the mission. Adherence to Rule 1 does not prevent accomplishment of the mission. Rather, it assists in its completion since it ensures that

time, personnel, and other resources are properly used to achieve the mission.

2. **Military Objectives**. Military objectives are those objects that make an effective contribution to military action due to their nature, location, purpose or use. To be a military objective, the destruction or neutralization of the object must offer a definite military advantage to your operation.

3. **Opposing Forces**. An opposing force is any individual or group of individuals who pose a threat to you or your mission. In an armed conflict, enemy forces are opposing forces whether or not they pose an immediate threat. In peace support operations (PSO), on the other hand, persons (including civilians) usually must do more than simply be in possession of weapons to be considered opposing forces. They must also act in a threatening manner toward you or the persons and property you are tasked to protect.

111. AMPLIFICATION OF RULE 2—IN ACCOMPLISHING YOUR MISSION, USE ONLY THE NECESSARY FORCE THAT CAUSES THE LEAST AMOUNT OF COLLATERAL CIVILIAN DAMAGE

1. Rule 2 deals with the legal obligation to minimize harm to civilians and their property while carrying out your mission. It balances military necessity against the humanitarian principle that civilians should be spared the hardship of conflict. This is known as the principle of proportionality. This principle imposes a duty to ensure that the collateral civilian damage caused is not excessive in relation to the concrete and direct military advantage anticipated.

112. AMPLIFICATION OF RULE 3—DO NOT ALTER YOUR WEAPONS OR AMMUNITION TO INCREASE SUFFERING OR USE UNAUTHORIZED WEAPONS OR AMMUNITION

1. All CF issued weapons are lawful. The use of only CF issued weapons and ammunition helps to ensure that there is no deviation from international standards. Note that legal belt knives, jack knives and other such items are permitted so long as they are used only as tools. Under no circumstances are

soldiers permitted to bring on operations personal firearms, ammunition or other personal weapons listed as restricted or prohibited by Canadian law. When force is used, suffering is likely to result. However, the infliction of unnecessary suffering is prohibited. Unnecessary suffering refers to the infliction of injuries or suffering beyond that required to achieve the military aim. Thus, the alteration of weapons ammunition to increase suffering is forbidden.

113. AMPLIFICATION OF RULE 4—TREAT ALL CIVILIANS HUMANELY AND RESPECT CIVILIAN PROPERTY

1. **Targeting of Civilians**. Rule 4 deals with the protection of civilians in a theatre of operations. Civilians who do not take part in hostilities must not be targeted. They are to be respected and treated humanely in all circumstances. Their property must also be respected. Civilians should be treated the way that you would like your family to be treated in the same circumstances.

2. **Detention of Civilians**. On occasion it may be necessary to detain civilians who, as a result of their actions, are considered to be opposing forces. For example, looters or other common criminals may have to be detained in order to protect a military compound. Civilians apprehended while committing a crime should be released to the custody of UN civil or military police, our MPs, or recognized host government law enforcement agencies. Where practical, the crime scene is to be cordoned off until police arrive. If possible, take photos of the scene. Again, direction and guidance should be given to you in operational orders or standing operating procedures (SOP).

114. AMPLIFICATION OF RULE 5—DO NOT ATTACK THOSE WHO SURRENDER: DISARM AND DETAIN THEM

1. **Prisoners of War (POWs) and Detainees**. The Hague Rules, Geneva Conventions and additional Protocols distinguish between POWs and other persons detained during an armed conflict. During an armed conflict, opposing forces that are captured or surrender have the status of POWs. Persons detained during PSO are not POWs but detainees.

Regardless of their status, those who surrender and who are no longer a threat must be protected and treated humanely. It is unlawful to refuse to accept someone's surrender, or to order that no POWs or detainees be taken.

2. **Intent to Surrender**. Those who wish to surrender must clearly show their intention to do so (e.g. by putting their hands up, throwing away their weapon or showing a white flag). Remember that showing a white flag is not necessarily an expression of the intent to surrender. The white flag means that opposing forces wish to temporarily cease hostilities to talk or negotiate. Individuals who clearly show an intention to surrender must be accorded the treatment outlined under this rule. Keep in mind that being taken as a POW is not a form of punishment and does not permit the capturing party to carry out any reprisal action against the POW. If a POW has committed a crime, then it is the duty of the capturer to report it through the chain of command. Only courts of legal jurisdiction are permitted to try a POW and if that POW is convicted, to impose a punishment.

3. **Search and Disarm**. Those who wish to surrender are to be immediately disarmed and searched. Disarming includes searching for and taking away equipment and documents of military value (e.g. weapons, ammunition, maps, orders and code books). A capture report is to be completed in accordance with SOP. The following material must remain with the POW or detainee:

a. Identification documents/discs.

b. Clothing, items for personal use, and items used for feeding.

c. Items of personal protection (e.g. helmet, gas mask, body armour, etc.).

4. **Safety, Protection and Care of POWs**. The evacuation of POWs or detainees is to be organized and begin as soon as the tactical situation permits. While awaiting evacuation, POWs shall:

a. Not be unnecessarily exposed to danger.

b. Not be forced to engage in activities having a military character or purpose.

c. Be protected against acts of violence, insults and intimidation.

d. Be given any immediate first aid or medical attention necessary.

5. **Use of Restraining Devices and Blindfolds**. Restraining devices (e.g. handcuffs, shackles, flex-cuffs, tie-wraps, etc.) will only be used on a case-by-case basis where individual POWs or detainees represent an immediate threat. Such restraints shall be removed as soon as the individual no longer poses a threat to security.

6. **Doubtful Status**. In recent years the nature of armed conflict, as well as the nature of PSO, has changed and personnel opposing CF members will not always be in uniform or even be members of an organized armed group. Regardless of whether your captives wear uniforms or civilian clothes, the obligation to such persons remains the same. In case of doubt about the legal status of persons that you detain, those persons will be treated humanely like any other detained person and evacuated.

115. AMPLIFICATION OF RULE 6—TREAT ALL DETAINED PERSONS HUMANELY IN ACCORDANCE WITH THE STANDARD SET BY THE THIRD GENEVA CONVENTION: ANY FORM OF ABUSE, INCLUDING TORTURE, IS PROHIBITED

1. Rule 6 deals with the treatment of anyone detained by CF personnel in the course of an operation. At the tactical level, regardless of the legal status of those who are detained, all persons held without their consent—both POWs and detainees—will be treated in accordance with the standard set by the Third Geneva Convention on the Treatment of POWs.

2. **Humane Treatment**. Humane treatment includes not only the proper provision of the necessities of life, but also the type of treatment provided to detained persons. POWs and detainees must, at all times, be protected against insults and public curiosity. They should be treated with all due regard to their gender. Searches of POWs and detainees should be conducted by persons of the same sex. If, in exceptional circumstances, searches must be conducted by a member of

the opposite sex, such searches shall be carried out in a respectful manner.

3. **Convention Against Torture**. In accordance with the UN Convention Against Torture, any form of torture is prohibited.

4. **Protection and Medical Care**. Detained persons must be protected from the effect of hostilities. In the presence of a CBRN threat, for example, POWs and detainees must be allowed to use their protective equipment. If they do not have such equipment, it shall be provided where it is practicable to do so.

5. **Food, Water and Shelter**. Food and water will be provided as soon as feasible and will not be arbitrarily or unreasonably withheld. Detained persons will be provided shelter from both the elements and hostile action to the same extent as are CF personnel. Every POW and detainee shall be given a medical examination as soon as practicable after capture, and the condition of each person should be recorded. All detained persons shall be afforded protection and basic necessities.

6. **Interrogation**. Any POW or detainee who is questioned need only give their full name, rank, date of birth and service number or equivalent information. This information is necessary to properly document the detained person. If a POW or detainee refuses to provide this information no action will be taken beyond making note of the refusal.

7. **Prohibition Against Reprisals and the Use of POWs as Human Shields**. No reprisals will be taken against POWs or detainees, nor shall they be used as human shields.

116. AMPLIFICATION OF RULE 7—COLLECT ALL THE WOUNDED AND SICK AND PROVIDE THEM WITH THE TREATMENT REQUIRED BY THEIR CONDITION, WHETHER FRIEND OR FOE

1. Sick and wounded who abstain from hostile acts are entitled to protection, whether friend or foe. They will be treated humanely and receive, to the fullest extent practicable and with the least possible delay, the medical care and

attention required by their condition. There shall be no distinction amongst them based upon any grounds other than medical ones.

2. **Collection and Care of the Sick and Wounded**. You have an obligation, to the fullest extent practicable and with the least amount of delay, to take all possible measures to search for and collect the wounded and sick from all sides, opposing forces or not, as well as civilians. This includes the obligation to protect the wounded and sick against theft and ill treatment and to ensure their adequate care. It is understood that this obligation only comes into play once the tactical area has been secured.

3. **Status of the Wounded and Sick**. Members of opposing forces who are unconscious or otherwise incapacitated by wounds or sickness, and therefore incapable of defending themselves, shall not be made the object of attack provided that they abstain from any hostile act. They shall be treated as POWs or detainees (as appropriate) and evacuated through the medical services to allow for proper medical treatment. Only medical reasons will determine the priority of treatment. As such, there will be circumstances where a member of the opposing forces will have to be treated before a member of the CF.

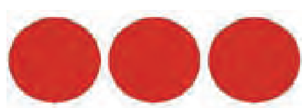
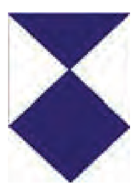
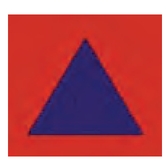
4. **Burial**. As soon as the tactical situation permits, necessary measures should be taken to search for the dead. Under normal circumstances only burial parties should conduct burials. Burials must be preceded by careful examination of the bodies (if possible by medical personnel) in order to confirm death, establish identity and make appropriate reports. One half of the double identity disc, or the identity disc itself if it is a single disc, should remain with the body. The dead should be buried individually whenever circumstances permit.

117. AMPLIFICATION OF RULE 8—LOOTING IS PROHIBITED

1. Looting and the taking of personal war trophies are prohibited.

118. AMPLIFICATION OF RULE 9—RESPECT ALL CULTURAL OBJECTS (MUSEUMS, MONUMENTS, ETC.) AND PLACES OF WORSHIP

1. As a general rule, buildings and property dedicated to cultural or religious purposes must not be attacked. We must do our best to ensure that these buildings and their contents are not destroyed, damaged or stolen. The destruction, desecration or interference with cultural and religious objects and places of worship can only serve to adversely affect our forces and possibly prolong the conflict. Some cultural and religious locations may be marked with a distinctive blue and white sign as illustrated at right. You must recognize and understand the significance of this sign. However, not all religious or cultural property is marked. Signed or not, such property should be respected.

<table>
<tr><td colspan="2">There are other sites which are to be respected and protected. They may be signed as follows:</td></tr>
<tr><td>An installation which, if damaged, could cause adverse effects, such as a dam, dyke or nuclear generating station.</td><td></td></tr>
<tr><td>A protected cultural or religious site.</td><td></td></tr>
<tr><td>An installation to protect civilians, such as a bomb shelter or fire station.</td><td></td></tr>
</table>

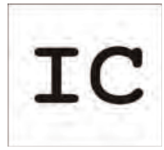
A neutral, safety or hospital zone.	
An internment or refugee camp.	

Figure 1-1: Signs Designating Sites of Importance

2. Cultural and religious property should not be used for military purposes, and therefore should not be targeted. If cultural or religious property is used for a military purpose, it loses its protection under the LOAC.

119. AMPLIFICATION OF RULE 10—RESPECT ALL PERSONS AND OBJECTS BEARING THE RED CROSS / RED CRESCENT AND OTHER RECOGNIZED SYMBOLS OF HUMANITARIAN AGENCIES

1. International law provides special protection to personnel and facilities displaying the Red Cross or Red Crescent. To secure such protection all forces should display the Red Cross / Red Crescent on their medical personnel, facilities and transport. Medical personnel, facilities and transport displaying the distinctive emblem must not be attacked.

Figure 1-2: The Red Cross and the Red Crescent

2. **Medical and Protected Personnel**. There are two categories of medical personnel: permanent and temporary.

3. **Permanent Medical Personnel**. Permanent medical personnel include: doctors, nurses and medical assistants who are engaged exclusively in the collection, transport or treatment of the sick and wounded or in the prevention of disease; staff engaged exclusively in the administration of medical units and establishments; and chaplains of the armed forces. These people must be respected and protected. They must not be attacked. Permanent medical personnel must wear an armband displaying the Red Cross / Red Crescent emblem and carry an appropriate identity card. If captured, permanent medical personnel and chaplains, although detained, will continue to care for the sick and wounded. If there is no such medical requirement they are to be released and returned to their own forces.

4. **Temporary Medical Personnel**. Temporary medical personnel may be employed on a part-time basis as hospital orderlies or temporary stretcher-bearers to search, collect, transport and treat the sick and wounded. Part-time medical personnel are protected when they are carrying out such duties and should not be attacked. Temporary medical personnel wear a smaller armband and emblem while employed on medical duties. Captured temporary medical personnel may be employed on medical duties. Unlike permanent medical personnel, temporary medical personnel do not have to be released to their side if there is no medical requirement for their services.

5. **Medical Units and Establishments**. Fixed and mobile medical units and establishments shall not be attacked. Such establishments and units should, if possible, be situated so that attacks against military objectives will not endanger them. The Red Cross / Red Crescent flag will only be used on medical establishments or units entitled to protection under the Geneva Convention.

6. **Medical Transport**. Opposing forces' transport for the wounded and sick, or of medical equipment, shall not be targeted once they are identified as such and will be protected in the same manner as mobile medical units. If captured, the wounded and sick being transported will be properly cared for. Ambulances and other vehicles bearing the Red Cross / Red Crescent emblem must not be used to transport ammunition, weapons or troops.

7. **Arming of Medical Personnel**. Medical personnel may be armed with small arms and may use those weapons in defence of themselves or the wounded and sick in their charge. Pickets or sentries consisting of non-medical personnel equipped with small arms can be used without adversely affecting the protected status of the medical establishment or unit.

8. **International Committee of the Red Cross**. The International Committee of the Red Cross (ICRC) is an independent humanitarian institution. Under the LOAC, the ICRC has a special role and status. As a neutral intermediary the ICRC endeavours, on its own initiative and on the basis of the Geneva Conventions, to bring protection and assistance to the victims of armed conflict. The ICRC may undertake to care for the wounded and sick. ICRC members wear the distinctive emblem. As such, they must be protected at all times.

9. **Non-governmental Organizations**. On many modern battlefields there are numerous UN and non-governmental organizations (NGOs) which dedicate their efforts to alleviating the suffering of the victims of war. In addition, military authorities may ask the inhabitants in the area of the conflict to voluntarily collect and care for the wounded under their direction. NGOs, such as Cooperative for American Relief Everywhere (CARE) and Médecins sans frontières (Doctors Without Borders) might wear other recognizable symbols.

NGOs do not benefit from international legal protection. However, they and their work in favour of the victims of armed conflict and in providing care for the sick and wounded must be respected.

10. **Improper Use of the Distinctive Emblem (Perfidy)**. False and improper use of the Red Cross / Red Crescent emblem is prohibited. The use of the Red Cross / Red Crescent to shield the movement of troops, weapons or ammunition is also prohibited.

120. AMPLIFICATION OF RULE 11—REPORT AND TAKE APPROPRIATE STEPS TO STOP BREACHES OF THE LOAC AND THESE RULES: DISOBEDIENCE OF THE LOAC IS A CRIME

1. It is CF policy to respect and abide by the LOAC in all circumstances. To meet this commitment, every CF member must know and understand, as a minimum, the basic principles of the LOAC. It is of the utmost importance that a breach of any provision of the LOAC or the Code of Conduct be reported without delay.

SECTION 4
REPORTING BREACHES OF THE LAW OF ARMED CONFLICT

121. GENERAL

1. Canadian Forces, allied and coalition personnel, and opposing forces are required to abide by the LOAC and the basic principles that these rules represent. If a CF member believes that the LOAC or these principles are being breached, the member must take appropriate steps to stop the illegal action. If the CF member is not in a position to stop the breach, the member should report it to the nearest military authority that can take appropriate action. If a breach of the LOAC or the Code of Conduct has already occurred, the member should report that breach. Any attempt to conceal a breach of the LOAC or the Code of Conduct is in itself an offence under the Code of Service Discipline.

SECTION 5
THE USE OF FORCE

122. PRINCIPLES IN PEACETIME

1. The following principles on the use of force apply to all operations, domestic and international.

a. **Reasonable Belief**. Any use of force must be based on the reasonable belief that a threat exists that warrants the use of force. Mere speculation does not constitute reasonable belief. The use of force must be based on an individual determining that the force is authorized in the circumstances, the use of force is necessary, and the use of force is based upon a tangible threat.

b. **Negotiations and Warnings**. While in no way negating the inherent right of self-defence and without assuming an unacceptable tactical risk, commanders should make every effort to control the situation through measures short of using force, including personal contact and negotiation. The potentially hostile force should be warned of the situation, emphasizing that forces will take self-defence action as necessary. Steps that can be employed to warn potentially hostile forces of danger could include voice, visual signals, radio or other electronic means of communication, manoeuvres, warning shots (when authorized) or other comparable measures that do not involve the actual application of force.

c. **Exhaustion of Other Options**. Whenever the operational situation permits, every effort must be made to resolve a potential hostile confrontation by means other than the use of force. In all circumstances, force may only be used if there is no other feasible way immediately available, consistent with force security, to stop the illegal action or to achieve any other legitimate purpose for which the use of force is authorized.

d. **Minimum Force**. Force must never be more than the minimum necessary to carry out duties and accomplish assigned objectives or the mission.

e. **Proportionality**. Only a response proportionate to the perceived level of threat is justified. Any force used must be limited to the degree, intensity and duration necessary to achieve the objective for which the force is used and no more.

f. **Duration of Force and Disengagement**. The application of force, at whatever level, should cease when the imminent use of force or the hostile act stops, or when it is reasonably believed that the imminent use of force no longer constitutes a threat.

g. **Escalation**. Unless specifically authorized, escalation of the level of force is to be minimized. The least amount of force that is required to achieve the objective will be used.

h. **Deadly Force**. Deadly force is justified only under conditions of extreme necessity and as a last resort, when all lesser means have failed or cannot reasonably be employed.

i. **Collateral Damage**. Collateral damage, which consists of unintentional injury to people or damage to structures near targets, should be minimized.

j. **Retaliation and Reprisal**. The use of force in retaliation or reprisal is prohibited.

k. **Positive Control**. The use of force should be controlled by the on-scene commander and cease once the aim has been achieved.

l. **Direct Accountability and Liability**. An individual who uses force, or the commander who authorizes it, must be able to identify the facts that led to their belief that the application of force was necessary. He must be able to attest that the level of force used was consistent with the level of threat and that the engagement was terminated once the imminent threat ceased to exist. Commanders and individuals will be personally liable for the use of excessive force.

123. THE USE OF FORCE DURING ARMED CONFLICT

1. Unlike operations conducted in peacetime, the principles that govern the use of force during periods of armed conflict allow for much wider scope and latitude. However, the use of force during armed conflict is not unlimited and certain principles must be adhered to. In accordance with the LOAC, the following three major principles apply:

a. **Distinction**. The principle of distinction, also called the principle of identification, imposes an obligation on commanders to distinguish between legitimate military objectives and civilian populations and material when conducting military operations, particularly when selecting targets. This obligation is dependent on the quality of information available to the commander at the time decisions are being made. A commander must therefore make every effort to gather and review intelligence before initiating an attack or otherwise use force.

b. **Non-discrimination**. There are two aspects to the principle of non-discrimination. Firstly, the LOAC binds all sides in an armed conflict. Although one side may label the other an unlawful aggressor, that side is not entitled to apply the law in a different way because of that assertion. Secondly, the law is applied without adverse distinction founded on race, colour, religion or any similar criteria.

c. **Proportionality**. The principle of proportionality establishes a link between the concepts of military necessity and humanity. In accordance with this principle, a commander is not permitted to inflict injury on non-combatants nor cause damage to property disproportionate to the military advantage that he can reasonably anticipate to gain.

124. KEY CONCEPTS IN THE USE OF FORCE

1. There are a number of key concepts common to the use of force in domestic and international operations that are fundamental to understanding the application of self-defence or ROE. These concepts include:

a. **Hostile Intent**. Under certain circumstances force may be used pre-emptively to protect against the threat of imminent use of force against Canada, its forces, citizens, shipping, commercial aircraft, territory or property where there is reasonable apprehension that death, grievous bodily harm or destruction would be the likely result. For certain international operations this definition may be expanded to include designated allies, non-military personnel, objects, sites, platforms and/or materiel. Although precise criteria can be established for identifying hostile acts, it is more difficult to recognize hostile intent in which case greater amplification may be required depending on the anticipated operational context. Such amplification must take into account the fact that hostile intent can only be demonstrated when a reasonable belief exists that the use of force by the opposition is imminent. Thus, the necessity for the CF to use force is instant and overwhelming and there is no choice or means for deliberation. Such a reasonable belief is necessary before justifying the use of any force in response. Furthermore, the extent of reaction permitted in the face of hostile intent must be clearly understood in terms of the proportionality and duration of the force employed to respond.

b. **Hostile Act**. A hostile act is an attack or other use of force against Canada, its forces, citizens, shipping, commercial aircraft, territory or property where there is reasonable apprehension that death, grievous bodily harm or destruction would be the likely result. For certain international operations this definition may be expanded to include protection of designated allies, non-military personnel, objects, sites, platforms and/or materiel. Force can only be used in the presence of an attack or imminent attack.

c. **Non-deadly Force**. Non-deadly force is any physical means of forcing compliance that does not pose a risk of death or grievous bodily harm to the individual against whom the force is directed. This is usually through the use of physical force short of the use of firearms or other deadly weapons. Examples include pushing, lesser forms of striking or hitting, and physically or mechanically restraining persons. Warning shots are non-deadly force even though they involve the use of firearms.

d. **Deadly Force**. Deadly force is that level of force intended, or likely to cause, death or grievous bodily harm regardless of whether death or grievous bodily harm actually results. This is the ultimate degree of force.

e. **The Spectrum of Conflict**. When considering the use of military force the appropriate application of force will often depend on where the crisis or emergency event is perceived to be on the spectrum of conflict. The spectrum of conflict is an ascending scale or graph that categorizes military activities along a continuum running from peacetime, through periods of tension, to sustained hostilities, counter-insurgency, major combat operations, and ultimately nuclear conflict. This spectrum is a useful tool for political, policy and military planners in determining use of force responses to crisis events. It is particularly important when determining the legal basis for the peacetime use of force.

125. USE OF FORCE IN SELF-DEFENCE

1. CF personnel are entitled to use force in self-defence or in designated circumstances to protect others from death or serious bodily harm. Both Canadian and international law recognize the authority to use appropriate force in self-defence, up to and including deadly force. When self-defence is used, CF personnel and commanders must consider the following:

a. **Application of Self-defence**. Since different legal regimes underpin domestic and international operations there may be differences in the application of self-defence between both types of operations. . During domestic operations, the CF operates under the Criminal Code and the use of force for self-defence, whereby the defence of others and of property is authorized only in certain situations. During international operations, the CF may be operating under various international laws, including special UN Security Council resolutions, where the use of force in self-defence and defence of others may provide for much wider latitude than is allowed under Canadian domestic law.

b. **Exercising the Right of Self-defence**. Without assuming unacceptable risk, commanders (or individuals when alone) should make every effort to control a situation without the use of force. When time and conditions permit, the potentially hostile force should be warned of the situation and further warned that self-defence action will be taken as necessary. In exercising the right of self-defence, the responsible commander (or individual) must identify the presence of an immediate and compelling need to use force. However, there is no obligation to use force in self-defence and commanders may legitimately order that individuals or units under their command not respond to an imminent threat. Such an order would be based on that commander's responsibility, in certain circumstances, to control the escalation of force. If the responsible commander (or individual) determines that he must exercise his right to self-defence, the following actions should be taken:

(1) The force used should be controlled in terms of time, space and degree of intensity.

(2) The types of weapons used and the rates of usage should be limited to that which is reasonably necessary to repel the attack or anticipated attack.

(3) Every effort should be made to bring self-defence engagements to an end.

SECTION 6
ETHICS

126. STATEMENT OF DEFENCE ETHICS

1. The principles of Canadian Defence ethics are:

   a. Respect the dignity of all persons.

   b. Serve Canada before self.

   c. Obey and support lawful authority.

127. ETHICAL OBLIGATIONS

1. Obligations of all CF members are:

   a. **Integrity**. We give precedence to ethical principles and obligations in our decisions and actions. We respect all ethical obligations deriving from applicable laws and regulations. We do not condone unethical conduct.

b. **Loyalty**. We fulfil our commitments in a manner that best serves Canada, the DND and the CF.

c. **Courage**. We face challenges, whether physical or moral, with determination and strength of character.

d. **Honesty**. We are truthful in our decisions and actions. We use resources appropriately and in the best interests of the Defence mission.

e. **Fairness**. We are just and equitable in our decisions and actions.

f. **Responsibility**. We perform our tasks with competence, diligence and dedication. We are accountable for and accept the consequences of our decisions and actions. We place the welfare of others ahead of our personal interests.

128. CANADIAN MILITARY ETHOS

1. The following comprise Canadian Military Ethos:

a. **Duty**—service to Canada and the compliance with the law.

b. **Loyalty**—personal allegiance to Canada and faithfulness to comrades across the chain of command.

c. **Integrity**—unconditional and steadfast commitment to a principled approach to meeting your obligations while being responsible and accountable for your actions.

d. **Courage**—willpower and the resolve not to quit…making the right choice amongst difficult alternatives.

129. ETHICAL DILEMMAS

1. Ethical dilemmas usually take one of the following forms:

a. You are unsure of the right thing to do.

b. Two or more of your values may be in conflict (e.g. religious beliefs versus duty to obey orders).

c. Harm may be caused, no matter what you do.

d. In resolving dilemmas:

(1) You consider your obligation to act.

(2) You consider the options you have.

e. You choose the best option taking into consideration:

(1) Laws/regulations.

(2) Consequences.

(3) Care for others.

(4) Values.

2. If unsure, talk to others—to your friends, family, and superiors—someone who is prepared to listen and help anytime you have a concern or problem. Remember:

a. You accept responsibility for your actions.

b. Leaders make expectations, risks, and what to do about them very clear.

c. Leaders provide opportunities to discuss concerns and ask questions.

d. Leaders take prompt action when problems occur. They ensure confidentiality and a reprisal-free environment.

e. We recognize manifestly unlawful or inappropriate orders and know that we are not required to obey them. We will speak out.

f. Whether we are a witness or someone being victimized, when unethical behaviour occurs we have a responsibility to speak out or act.

130. DO’S AND DON’TS

1. **Do’s**:

a. Do keep strictly neutral and display impartiality to all parties in dispute.

b. Do take into account personal and environmental security threats.

c. Do follow security protocols to ensure that no unauthorized persons view “sensitive” documents.

d. Do consider the likelihood that all radio communications will be monitored, and phrase messages accordingly.

e. Do be aware that local employees and interpreters may have vested interest in matters that require sensitive handling.

f. Do be aware of the possible loyalty of the host population to previous governments.

g. Do inform your superiors of your plans, forecast activities and maintain close liaison with your fellow observers in adjacent areas of operations.

h. Do be respectful of your responsibilities when using equipment and transportation assets.

i. Do maintain your uniform and equipment to present the best possible image and ensure visibility of your force accoutrements (e.g. flag, beret) at all times while on duty.

2. **Don’ts**:

a. Do not take part in any illegal activity (prohibited substance abuse or trade in black-market goods).

b. Do not become involved in surreptitious sexual liaisons which could compromise your neutrality and impartiality or affect your personal hygiene (e.g. sexually transmitted diseases).

c. Do not criticize the host nation or the parties involved in the dispute.

d. Do not collect unauthorized “souvenirs” (e.g. weapons, unexploded ordnance or religious artifacts).

e. Do not dress in a manner that would be offensive to the local population or bring the Forces or Canada into disrepute.

f. Do not openly carry marked maps or documents across ceasefire lines.

g. Do not express political or military opinions to nationals of either party to a dispute.

h. Do not make unauthorized press or media statements (i.e. beware of allegedly “authorized“ persons enquiring about the progress of a particular matter).

i. Do not allow disagreements with support personnel to create a hostile/non-productive work environment amongst mission staff.

j. Do not take photographs, or allow them to be taken, in areas that are subject to a dispute unless authorized to do so.

k. Do not allow local gossip or hearsay to influence decisions or reports to your superiors unless you can certify all the facts expressed.

l. Do not allow yourself to be coerced into saying or doing anything that could reflect poorly upon yourself, Canada or the force you represent.

SECTION 7
THE UN AND PEACE SUPPORT OPERATIONS

131. PURPOSE OF THE UN

1. The UN Charter came into force in 1945. It expresses in clear, plain language the view of the founders. The Charter provides the terms of reference for the various elements of the UN in fulfilling its responsibilities.

2. The UN’s primary purpose is to maintain international peace and security, take effective collective measures for the

prevention and removal of threats to the peace, and bring settlements by peaceful means (extract from Article 1 of the Charter). The UN strives to achieve this by peaceful means in conformity with the principles of justice and international law.

132. UN CHARTER OPERATIONAL CHAPTERS

1. **Chapter VI of the UN Charter**. Chapters VI and VII of the Charter specifically address how international peace and security should be maintained. Traditional peacekeeping operations have been authorized under Chapter VI, Pacific Settlement of Disputes, and have been based upon three basic principles found to be essential for the success of a peacekeeping mission: the consent of the parties, impartiality, and no use of force except in self-defence. As such, peacekeeping troops would not be considered combatants as this term is understood under international humanitarian law and the LOAC.

2. **Chapter VI "and a Half" Operations**. In recent years a new political climate has emerged. Peacekeeping operations have sometimes been given mandates which have required the use of force, thus jeopardizing the three traditional principles for a Chapter VI peacekeeping mission. Such enhanced peacekeeping missions have been referred to colloquially as "Chapter VI "and a half" operations.

3. **Chapter VII**. If peaceful means fail to resolve a conflict that the Security Council has determined threatens international peace and security, the Security Council must consider taking action under Chapter VII of the Charter, Action With Respect to Threats to the Peace, Breaches of the Peace and Acts of Aggression. Chapter VII is essentially coercive. Under Chapter VII, the UN Security Council should determine the existence of any threat to the peace, breach of the peace, or act of aggression and make recommendations or decide what measures should be taken to maintain or restore international peace and security (Article 39). Before resorting to enforcement, the Security Council may call on the parties concerned to comply with such provisional measures, as it considers necessary and desirable (Article 40). These measures may include complete or partial interruption of economic relations and means of communication, the severance of diplomatic relations (Article 41), or such action

by air, sea or land forces as may be necessary to maintain or restore international peace and security (Article 42).

4. **Options in Applying Provisions of Chapter VII**. Action taken by the Security Council under this Chapter does not necessarily dictate the use of armed force. It may involve less aggressive measures such as sanctions or other punitive steps. On the other hand, the Security Council is authorized to take such action by air, sea, or land forces as it considers necessary to maintain or restore international peace and security. One must not assume simply because a UN Resolution invokes Chapter VII that the offensive use of force is automatically authorized or that UN personnel automatically become combatants. An example to illustrate this was the UN Protection Force (UNPROFOR) mandate in Croatia, which was initially established under Chapter VI of the Charter. Subsequent Security Council resolutions invoked Chapter VII. However, at no time was UNPROFOR specifically authorized to use force in order to discharge its mission. Whether military forces are considered combatants under a Chapter VII operation will be determined by the specific mandate provided to them by the Security Council.

5. **Chapter VIII**. Chapter VIII of the Charter encourages regional arrangements for the peaceful settlement of local disputes before referring them to the Security Council, providing such arrangements are consistent with the purposes and principles of the UN (Article 52). When appropriate, the Security Council may use regional arrangements or agencies for enforcement action under its authority (Article 53).

133. UN CONCEPTS

1. In an effort to be more responsive, the UN has set out seven concepts for future efforts to restore peace and security. These seven concepts reflect the growing scope and complexity of UN activities and provide useful insight into how the world could more fully embrace and achieve the objectives of the UN Charter. They are:

a. **Preventive Diplomacy**. Preventive Diplomacy is action to prevent disputes from developing between parties, to prevent existing disputes from escalating into conflicts and to limit the spread of the latter when they occur.

b. **Peacemaking**. Peacemaking is diplomatic action to bring hostile parties to negotiated agreements through such peaceful means as those foreseen under Chapter VI of the Charter.

c. **Peacekeeping**. Peacekeeping is a UN presence in the field (normally involving military and civilian personnel) with the consent of the parties. Its task is to implement or monitor the implementation of arrangements relating to the control of conflicts (e.g. cease-fire, separation of forces, etc.) and their resolution (partial or comprehensive settlements), or to ensure the safe delivery of humanitarian relief.

d. **Peace-enforcement**. Peace-enforcement may be needed when all other efforts fail. The authority for enforcement is provided by Chapter VII of the Charter and includes the use of armed force to maintain or restore international peace and security in situations where the Security Council has determined the existence of a threat to the peace, breach of the peace or act of aggression.

e. **Peace-building**. Peace-building is critical in the aftermath of conflict. Peace-building includes the identification and support of measures and structures that will promote peace and build trust and interaction amongst former enemies in order to avoid a relapse into conflict.

f. **Sanctions**. Sanctions are measures not involving the use of armed force; for example, limitations on exporting specific goods to one or both parties. Note that the purpose of sanctions is to modify the behaviour of a party that is threatening international peace and security, not to punish them or otherwise exact retribution. Sanctions normally include an arms embargo.

g. **Disarmament**. Disarmament is the assembly, control and disposal of weapons. “Micro-disarmament” is the practical disarmament of the parties to a conflict the UN is actually dealing with and is especially relevant during post-conflict peace-building. Disarmament can also follow enforcement action.

134. UNIVERSAL PRINCIPLES OF PEACEKEEPING

1. Universal principles of peacekeeping apply to the entire structure of the operation, from headquarters (HQ) down to the smallest elements of a mission, including political and military components and humanitarian affairs. It is essential that all PSO elements comprehend and comply with these principles. These principles should serve as both a guide and a common frame of reference for all PSO participants. They are built upon a clear and achievable mandate and continuous active backing of the Security Council. The universally accepted peacekeeping principles are as follows:

a. **Legitimacy**. A PSO derives its legitimacy from international support, adherence to statutory law and conventions, and the credibility of the Force.

b. **Consent**. A PSO is established with the consent and co-operation of the main parties involved in a conflict.

c. **Impartiality**. A Force must be impartial in character. The Force cannot take sides without becoming part of the conflict it has been mandated to control and resolve.

d. **Minimum Use of Force**. In PSO, force will not be used to carry out the mandate. Minimum use of force does not exclude self-defence of Force personnel and property. The use of force must be clearly defined in the ROE.

e. **Credibility**. The credibility of a PSO is confirmation of its ability to accomplish its mandate. To effectively carry out its mandate and earn the confidence of the parties, a PSO must be comprised of trained personnel who are well equipped and possess high professional standards.

f. **Negotiation and Mediation**. Negotiation and mediation have enormous potential to de-escalate a conflict, to promote a secure environment, and to develop peaceful and lasting solutions to a conflict.

g. **Operational and Tactical Considerations**. A PSO is primarily a political operation. Normally, a Special Representative is appointed as head of mission. The head of mission is responsible for evaluating the political objectives defined in the mandate and ensuring interoperability among the various mission components. The following operational and tactical considerations provide an overall frame of reference for dealing with what are often rapidly changing or unanticipated situations that require an immediate response:

(1) **Transparency**. Transparency is consistent with the prevailing requirements for security. All parties should be fully aware of the motives, mission and intentions of the operation.

(2) **Coordination**. A PSO may involve a wide range of organizations; for example, UN relief agencies and NGOs. Personnel at all levels should seek to establish and nurture coordination within the mission, with HQ, within their operational areas and with the local population.

(3) **Liaison**. Inter-communication should be established at every possible level at the earliest opportunity.

(4) **Information**. Information is essential for the Force in order to make continuously updated assessments of

the attitudes and capabilities of the parties concerned.

(5) **Limitations and Restrictions**. The area of operations is strictly defined, operations to gather information are limited, and ROE will normally forbid the use of force unless absolutely necessary for self-defence. PSO forces are normally lightly armed and will only deploy with weapons required for self-defence, consistent both with the mandate and the situation in the area of operations.

(6) **Visibility**. The physical visibility of a PSO force is enhanced by distinctive, easily recognized headgear, badges, flags insignia, signs and vehicle markings. PSO forces must also make their intentions perfectly clear to all parties.

(7) **Mobility**. PSO forces must be mobile in order to observe extensive areas. They must also have the capacity to respond rapidly to incidents.

(8) **Centralization**. All activities of the Force and all incidents it encounters may have political ramifications. Therefore, reporting and decision-making may be more centralized than in standard military operations. Forces must have adequate communications systems to facilitate the rapid transmission of information from the lowest level in the field to the mission HQ.

(9) **Self-sufficiency** . PSO units should arrive in the area of operations as soon as possible with sufficient equipment and stores to operate until a logistics base is in place.

135. COMPOSITION OF UN PEACE SUPPORT OPERATIONS

1. The composition of a UN PSO and its assigned tasks depend upon the problems to be solved in the conflict area and the political agreement established between the UN and the groups or parties to the conflict. The operation is tailored for the specific conflict area by selecting specific assets needed to fulfil the mandate. Those assets and assigned tasks will involve some or all of the following:

a. **Diplomatic and Political Officers and Staff Members**. Their tasks may range from political negotiations to supervising, monitoring, and directly controlling all administrative bodies and offices.

b. **Human Rights Component**. This component undertakes human rights activities such as monitoring the observance of human rights and fundamental freedoms, the prevention of human rights abuses, and the development and implementation of human rights education programs.

c. **Civil Administration Component**. This component monitors, supervises or directly controls foreign affairs, national defence, public security and information.

d. **Electoral Component**. This component undertakes tasks organizing and supervising a free and fair general election or referendum.

e. **Repatriation Component.** This component takes care of refugees, displaced persons, political prisoners and other detainees. This component also organizes resettlement processes which may involve rehabilitation, providing for immediate needs and laying the groundwork for future plans.

f. **Civilian Police Component**. The UN Civilian Police (UNCIVPOL) component undertakes the supervision or control of local civilian police in order to ensure that law and order are maintained effectively and impartially, and that human rights and fundamental freedoms are fully protected. UNCIVPOL may include Canadian police officers. Additionally, there may be representatives of the International Court present, particularly to deal with crimes against humanity and war crimes.

g. **Border Monitors**. This component may monitor any embargo imposed by the International Community along part, or all, of an internationally recognized border.

h. **Military Component**. The tasks of this component can generally be summarized as separating opposing sides, establishing a buffer zone or equivalent, supervising a truce or ceasefire agreement, preventing armed conflict between nations or within a nation, and contributing to the maintenance of law and order and a return to normal conditions.

i. **International Staff and Field Servic**e. A UN operation is always supported by the International Staff and Field Service, which is headed by the Chief Administrative Officer (CAO) taking care of administrative, financial, communications, logistics and security support.

j. **Local UN Recruitment**. The authority to recruit local personnel is delegated to the CAO. The Force Commander / Chief Military Observer (CMO) may request the recruitment of local staff as needed. The terms and conditions of employment for locally recruited personnel follow, to the extent possible, the practice prevailing in the host country.

136. DEPARTMENT OF PEACEKEEPING OPERATIONS (DPKO)—AUTHORITY AND COMPOSITION

1. The Security Council is the authority for mandating and terminating a UN PSO. Command of UN PSO is vested in the Secretary-General under the authority of the Security Council.

2. The Secretary-General delegates the Under-Secretary-General for DPKO with the responsibility for planning, preparing, conducting and directing all UN field operations, in particular peacekeeping operations. DPKO assists in providing substantive services to the Security Council and the General Assembly and provides secretariat services to the Special Committee on Peacekeeping Operations. DPKO is a department of UN HQ located in New York and consists of:

a. Office of the Under-Secretary-General.

b. Military Adviser in the:

(1) Policy and Analysis Unit.

(2) Situation Centre.

(3) Executive Office.

c. Office of Operations (geographic area of operation).

d. Office of Planning and Support, which includes:

(1) Planning Division.

(2) Mission Planning Service.

(3) Civilian Police Unit.

(4) Demining Unit.

(5) Training Unit.

(6) Field Administration and Logistics Division, Finance Management Support Service, Logistics and Communications Service, Personnel Management and Support Service.

137. UN PSO CHAIN OF COMMAND

1. When a UN PSO Force performs non-military functions (referred to as a multi-dimensional force) it may require large civilian components (e.g. civilian police or electoral monitors) in addition to the military component. In such cases, overall command in the field is normally exercised by a civilian official, the Special Representative of the Secretary-General (SRSG), to whom the heads of the various components report (including

the military component). The Secretary-General provides the SRSG with legal and political advisers and a civilian administrative staff. Canadian elements, regardless of size, will have a national chain of command.

138. UN COMMAND RELATIONSHIPS

1. **Operational Authority**. Operational authority is that authority granted to a commander to use the operational capabilities of assigned forces to undertake mandated missions and tasks. There are three degrees of operational authority, which can apply to the assignment of military forces in a UN PSO:

   a. Operational command (UN).

   b. Operational control (UN).

   c. Tactical control (UN).

2. **Operational Command (UN)**. Operational command (OPCOM) is the authority granted to a commander to: assign missions or tasks to subordinate commanders; to deploy units; to reassign forces; and to retain or delegate operational and/or tactical control as may be deemed necessary. It does not of itself include responsibility for administration or logistics, and a UN Commander has no authority for discipline, promotion/demotion or internal organization of units, which remain national responsibilities.

NOTE

OPCOM is the highest level of operational authority that can be given to commanders acting outside their own national chain of command. It is the authority to task military assets in detail, utilizing the full range of their inherent operational capabilities without requiring the prior consent of the troop-contributing country. Traditionally, this level of operational authority is seldom authorized by member states outside their national chain of command.

3. **Operational Control (UN)**. Operational control (OPCON) is the authority granted to a commander to: direct assigned forces to accomplish specific missions or tasks

which are usually limited by function, time or location (or a combination thereof); deploy the units concerned; and retain or assign tactical control of those units. It does not include authority to assign separate employment of components of the units concerned. It does not of itself include responsibility for administration or logistics, and a UN Commander has no authority for discipline, promotion/demotion, or internal organization of units, which remain national responsibilities.

NOTE

OPCON is a more restrictive level of authority than OPCOM. Under OPCOM, forces are assigned by troop-contributing countries for specific missions or tasks that are normally limited by function, time or location, or a combination thereof. These limitations are derived from the relevant Security Council resolution/mandate. Where forces are placed under OPCON, a UN Commander cannot change the mission of those forces or deploy them outside the area of responsibility, as previously agreed by the troop-contributing country, without the prior consent of that country. Furthermore, a UN Commander cannot separate contingents by assigning tasks to components of the units concerned.

4. **Tactical Control (UN)**. Within the UN this is a seldom used command relationship. Tactical control (TACON) is the detailed and usually local direction and control of movements (or manoeuvre) necessary to accomplish assigned missions or tasks.

5. **Contingent Commands**. A national contingent consists of a nation's entire contribution to a mission or force, which may include several separate units without a functional relationship to each other. The troop contributing country is responsible for training and preparing its personnel and units. Each nation designates one officer, not necessarily a unit commander, to serve as its Contingent Commander for matters of national interest. Contingent Commanders will be responsible for the good order and discipline of their personnel as well as administrative matters. They report directly to the

Force Commander in these matters while reporting to their national command for national matters.

139. STRUCTURE OF THE UNITED NATIONS

1. **General Assembly**. The General Assembly is the main deliberative organ of the UN. It is composed of representatives of all Member States, each of which has one vote. Decisions on important questions, such as those on peace and security, admission of new Members and budgetary matters, require a two-thirds majority. Decisions on other questions are reached by a simple majority. The General Assembly meets once a year in regular session. Special sessions can be convened at the request of the Security Council, a majority of Members, or of one Member if the majority of Members concur. An emergency special session may be called within twenty-four hours of a request by the Security Council on the vote of any nine members of the Council or if a majority of Members concur. Due to the great number of questions that the Assembly is called upon to consider, the Assembly allocates most questions to its seven main committees:

a. Special Political Committee.

b. First Committee (Disarmament and Related International Security Matters).

c. Second Committee (Economic and Financial).

d. Third Committee (Social, Humanitarian and Cultural).

e. Fourth Committee (De-colonization).

f. Fifth Committee (Administrative and Budgetary).

g. Sixth Committee (Legal).

2. **The Security Council**. The Security Council has primary responsibility, under the Charter, for the maintenance of international peace and security. The Council has 15 members: five—China, France, the Russian Federation, the United Kingdom and the United States—are permanent members; and 10 are elected by the General Assembly for two-year terms. Each member has one vote. Decisions on

substantive matters require nine votes including the concurring votes of all five permanent members. This is the rule of “Great Power Unanimity,” often referred to as “the Veto Power.” Under the Charter, all Members agree to accept and carry out the decisions of the Security Council.

3. **Structure of the Secretariat**. The Secretariat is divided into several major organizational units, each of which is headed by an Under-Secretary-General or an official of an equivalent level. The organizational units are:

a. Office of the Secretary-General (OSG).

b. Office of Internal Oversight Services (OIOS).

c. Office of Legal Affairs (OLA).

d. Department of Political Affairs (DPA).

e. UN Office for Disarmament Affairs (UNODA)

f. Department of Peacekeeping Operations (DPKO).

g. Department of Field Support (DFS).

h. Office for the Coordination of Humanitarian Affairs (OCHA).

i. Department of Economic and Social Affairs (DESA).

j. Department for General Assembly and Conference Management (DGACM).

k. Department of Public Information (DPI).

l. Department of Management (DM).

m. UN Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS).

n. Office of the UN High Commissioner for Human Rights (OUNCHR).

o. UN Office on Drugs and Crime (UNODC).

p. Department of Safety and Security (DSS).

q. UN Office at Geneva (UNOG).

r. UN Office at Vienna (UNOV).

s. UN Office at Nairobi (UNON).

140. OTHER UN ORGANIZATIONS

1. Military component members may come into contact with other UN agencies, programmes or commissions working in connection with or as a part of a PSO. The more common ones are:

a. **UNHCR**. The Office of the United Nations High Commissioner for Refugees extends international protection to refugees, seeking to ensure that they receive asylum and favourable legal status in their asylum country. UNHCR is voluntarily financed. HQ: Geneva.

b. **UNICEF**. The United Nations Children's Fund helps developing countries, at their request, to improve the quality of life of their children through low cost, community based services in maternal and child health, nutrition, sanitation and education, as well as emergency relief. UNICEF is voluntarily financed. HQ: New York.

c. **UNIDIR**. The United Nations Institute for Disarmament Research undertakes independent research on disarmament and related problems, particularly international security issues. HQ: Geneva.

d. **UNRWA**. The United Nations Relief and Works Agency for Palestinian Refugees in the Near East provides education, training, health and relief services to millions of Arab refugees in Jordan, Lebanon, the Syrian Arab Republic and the occupied territories of the West Bank and Gaza Strip. UNRWA is voluntarily financed, mainly by governments. HQ: Vienna.

e. **UNV**. The United Nations Volunteers are qualified, experienced and motivated professionals from over 100 countries providing skills on a voluntary basis to the UN. HQ: Geneva.

f. **UNDP**. The United Nations Development Programme, the world's largest channel for multilateral technical and pre-investment assistance to developing countries, supports over 6,000 projects in some 150 countries.

SECTION 8
INTERNATIONAL, GOVERNMENTAL AND NON-GOVERNMENTAL ORGANIZATIONS

141. CONCEPT

Figure 1-3: Non-governmental Organizations

1. PSO are multi-functional operations usually conducted impartially in support of UN mandates. They involve military forces and diplomatic and humanitarian agencies that seek to achieve a long-term political settlement or other conditions specified in a UN mandate. Within a geographic mission area there will likely be many organizations and players in the peace process working towards a resolution. These organizations and players may include:

a. The UN.

b. Other multinational bodies (e.g. NATO, the Organization for Security and Co-operation in Europe [OSCE], the Western European Union [WEU], or the Organization of American States [OAS]).

c. Governmental organizations (GOs).

d. Military forces.

e. Civilian police (local police or UN CIVPOL).

f. The media.

g. Democratization agencies.

h. International organizations (IOs) and non-governmental organizations (NGOs).

142. PRINCIPLES FOR SUCCESS

1. The following principles are key components for achieving success in multi-functional PSO:

a. **Unity of Purpose**. If it is to be effective, a PSO must function as an integrated unit reflecting the will of the international community as a whole. International forces can be vulnerable to attempts by belligerents to differentiate between contingents and single them out for favourable or unfavourable treatment. This may lead to repercussions in the home countries as well as upon the ground, which can seriously undermine an operation. Experience has shown that when command in the field is divided and military units receive guidance from national as well as mission HQ, the difficulties inherent in an international operation are exacerbated and the risk of casualties rises. Maintaining the integrated, strictly international character of an operation remains the best safeguard against such a development. It is therefore not permissible for contingent commanders to receive or accept instructions from national authorities on operational matters. Not only do such practices jeopardize the effectiveness of an operation and the safety and security of its personnel, they undermine the very legitimacy of the international peacekeeping body.

b. **Unity of Effort**. It is important to stress unity of effort in cases in which a PSO is deployed in tandem with, or in protection of, a major humanitarian relief effort; which ordinarily involves a number of UN agencies as well as a wide variety of NGOs. Generally, in these situations a humanitarian coordinator is appointed to ensure effective coordination amongst the UN humanitarian agencies and, as much as possible, the NGOs. In the field, the humanitarian coordinator would typically report to the SRSG, who normally has authority to co-ordinate all UN elements active in the area of operation.

c. **Military-civilian Co-ordination**. Current PSO involve important but distinct contributions by the civilian and military components of the mission. It is critical to mission success that the activities of the UN police (UNPOL), election supervisors, human rights monitors, humanitarian aid agencies and similar organizations be integrated with military operations. Coordination amongst the components should be frequent, routine, structured and in-place down to the lowest practical level, such as battalion or company. Care must be taken to avoid mission creep—the tendency of military forces to take on responsibilities not intended or authorized in their mandate, thus becoming distracted from their primary roles and tasks. As well, military personnel should be aware that not all civilian agencies will welcome their assistance or even their presence. In such cases, the mandated mission should be conducted professionally and cordial relationships should be maintained with civilian agencies.

d. **Soldier Versus Civilian Mentality**. Military personnel must be cognizant of their position in the UN mission hierarchy and bear in mind that theirs is but one of numerous, sometimes totally unrelated, tasks in a multi-dimensional mission. The military observer must remember that in many instances the NGOs and UN civilian humanitarian agencies will have been working in the mission area long before the military component arrives. Thus, they will have established long-standing contacts and liaisons, which, although civilian in nature, will be of great benefit to the PSO.

e. **Flexibility**. Deployed PSO forces should be prepared to shift from one task to another if required. The nations that contribute units or personnel should provide the Force Commander with the flexibility to meet urgent operational needs in the mission area or in an immediately adjacent area within the mandate provided by the responsible international organization. Such changes in assigned tasks or specific area of operations must be within the unit's capability.

f. **Freedom of Movement**. General freedom of movement is essential for the successful accomplishment of any PSO. Except for specific locations understood by all parties, PSO members should be free to perform their duties throughout the designated mission area.

g. **Diversity**. In addition to UN agencies or programmes working within a mission area, there will be a wide variety of international political, police, government-sponsored organizations and NGOs all dealing with different aspects of the situation. Each has distinctive interests and responsibilities and separate reporting channels. Additionally, there may be national governmental and non-governmental agencies from within the country or countries re-establishing their functions. Some may work closely with the military components; others may be entirely independent and distanced. It is the combined efforts of military forces and diplomatic and humanitarian agencies that will achieve the long-term objectives defined in the mission mandate.

143. TYPICAL AGENCIES AND ORGANIZATIONS

1. Following is a list of representative groups that may be encountered on PSO:

a. **Human Rights Agencies**:

(1) UN High Commissioner for Refugees (UNHCR).

(2) UN Department of Political Affairs (DPA) representatives.

(3) Amnesty International.

(4) Human Rights Watch.

b. **International Organizations**:

(1) Organization for Security and Co-operation in Europe (OSCE).

(2) European Union (EU).

(3) Organization of American States (OAS).

(4) African Union (AU).

(5) International Committee of the Red Cross and the Red Crescent.

c. **Governmental Organizations**:

(1) British Overseas Development Institute (ODI).

(2) Canadian International Development Agency (CIDA).

(3) Swiss Humanitarian Aid (SHA).

(4) United States Agency for International Development (USAID), to include the Office of Foreign Disaster Assistance (OFDA).

d. **International NGOs**:

(1) Oxfam International.

(2) Cooperative for American Relief Everywhere (CARE) International.

(3) Peace Brigade International (PBI).

(4) World Vision.

(5) Médecins sans frontières—Doctors Without Borders.

(6) Save the Children.

e. **National NGOs**:

(1) Mines Action Canada.

(2) Canadian Human Rights Foundation (CHRF).

(3) Canadian Council for International Cooperation (CCIC).

(4) Canadian Committee to Protect Journalists.

f. **Regional NGOs**:

(1) Church groups and other private volunteer organizations (PVOs).

(2) Cooperatives.

(3) Women's groups (e.g. Women for Women International).

(4) Workers' organizations.

144. EXPERIENCE OF PEACE PLAYERS

1. Many of these organizations may be well established and well known in the region and they can be of great assistance to PSO members. They will likely be aware of local dangers such as mines and diseases. They will know the political situation and leaders and will most likely have considerable knowledge of the history of the crisis and the people of the area. They will likely have members skilled in the local language and knowledgeable of local customs. They can be a valuable source of information, but remember, the information provided may not be impartial or accurate. NGOs may become at risk if they become compromised by offering information; as a result, many organizations are reluctant to share information.

145. STRENGTHS AND WEAKNESSES OF NON-MILITARY ORGANIZATIONS

1. Non-military organization strengths and weaknesses are:

a. **Strengths**:

(1) Independent and non-partisan.

(2) Quick to arrive on scene and flexible in their actions and activities.

(3) Can be very innovative and quick to take adventurous, experimental steps.

(4) Tend to deal with the deeply rooted causes, seeking to achieve long-term impact.

(5) Have experienced similar situations in other parts of the world.

(6) May have been in the PSO area long before the military arrived.

(7) Display courage and dedication in face of great odds— prepared to take action in situations of great personal risk.

b. **Weaknesses and Limitations**:

(1) Professionalism varies within and between organizations.

(2) Not consistently well led.

(3) Their particular mandate, focus or perceived mission may well take precedence over collective interests.

(4) They may become embroiled or entangled in the crisis, hence not impartial.

(5) Focus may be narrower than that mandated by the UN.

(6) Can be fiercely independent.

(7) May well be in competition for attention or resources.

(8) May resort to political or media support to achieve their aims.

(9) May have an anti-military philosophy.

146. WORKING WITH NON-MILITARY ORGANIZATIONS

1. Apply the following whenever possible when working with non-military organizations:

a. Establish formal contact and maintain cordial but professional relationships. Avoid favouring one organization over another.

b. Ensure that your mandated roles, tasks and limitations are clearly understood.

c. Learn about the organizations operating within your area of operation, including their mandate. Work towards developing understanding and trust.

d. Maintain your impartiality, including the perception of neutrality, and stay within your mandate. Too close an affiliation can be detrimental to the overall mission.

e. Ensure single points of contact/liaison on the part of both parties.

f. Exchange contact information, especially for emergencies.

g. Ensure that it is within your mandate before you provide support (including food, fuel or shelter) unless it is of an urgent humanitarian nature.

h. Do not provide protection (e.g. local defence, convoy escort or security for persons, property and equipment) or medical assistance unless it is within the terms of the military mandate, except for emergency situations.

i. Ensure that any transactions (e.g. loans of clothing or equipment) are within the mandate and scope of your duties, will not detract from achieving your mission, and are properly documented.

j. Ensure that all operations planned in conjunction with such agencies are in accordance with the mandate and approved by the superior military HQ.

k. Understand that your assistance and very presence may not be welcome.

l. Do not fraternize.

m. Do not underestimate the skill, knowledge, determination and capabilities of peace partners.

CHAPTER 2
RISK AND THREAT

SECTION 1
DEFINITIONS

201. THREAT

1. Threat is defined as “a source of danger with the potential to negatively impact mission accomplishment.” Threats in an operational theatre are direct and deliberate and include being:

a. Actively and intentionally targeted by a belligerent party.

b. The victim of the environment.

c. Directly targeted by someone who is trying to kill or injure you.

202. RISK

1. Risk is defined as “a chance of injury or loss expressed in terms of probability and severity.” Risks include:

a. Accidental risks (like vehicle accidents).

b. Environmental risks (like dysentery from the water supply).

c. Conflict risks (like landmines, or being accidentally or indiscriminately killed or injured by a belligerent force).

203. CONTROL

1. Control is defined as “an action, device, procedure, technique, or other measure designed to minimize vulnerability.”

204. MATHEMATICALLY

1. Mathematically indicates the following formulas:

a. Threat x Vulnerability = Risk/Event.

b. Risk + Control = Reduced Risk.

205. ENVIRONMENT

1. Anyone deploying to an operational theatre can become a casualty. However, one can actively affect any outcome by understanding three critical influencing factors:

a. Know and understand your environment—the unknown may be what kills you.

b. Learn survival skills—adopt a learning attitude. Take every opportunity to know your strengths and weaknesses and to improve your weaknesses through training.

c. Maintain your motivation and awareness.

SECTION 2
MISSION AREA FACTORS

206. GEOGRAPHY AND CLIMATE

1. Appreciate the geographical/climatic conditions of the environment in which you are operating. How will the geography or climate of the mission area impact upon you and your ability to conduct your mission? For example, in the desert any movement must consider the impact of heat and the need for water.

207. CULTURE, RELIGION AND DEMOGRAPHICS

1. Learn and understand the religions and cultures within the mission area. Different religious and cultural customs can have a tremendous impact upon your mission. Do not offend through ignorance. Cultural differences ranging from sense of time, authority, physical contact, gestures, gender bias, privacy, and sacred persons or areas can have a tremendous impact.

2. Know the demographics of the area, including population distribution, ethnicity of the area, economic breakdown (agricultural, rural, high density urban), communications mediums within the area, and the state of the local bureaucracy (police, government, health services, etc.).

208. ECONOMY AND INFRASTRUCTURE

1. Know the level and type of economic development. Know the extent and condition of infrastructure in the mission area, including the availability of potable water, proper sanitation, accommodation infrastructure, roads, and local sources for food and fuel supplies.

209. HEALTH HAZARDS

1. Learn the health risks within the mission. Is it an active malaria zone? What are the poisonous insects or animals? Is there any environmental contamination? Have you taken precautions to prevent sickness and disease?

SECTION 3
THE CRISIS-INDUCED ENVIRONMENT

210. THE CONFLICT

1. The geography and climate factors discussed above are the natural or normal environment. Now add to this any effects that the conflict has had on the environment. Consider environmental hazards, mine or booby trap hazards, the absence of local authorities to provide protection, and restrictions on movement either from breakdowns in the transportation system or the deliberate blocking of routes.

211. THE BELLIGERENTS

1. It is imperative you understand the belligerents. Who are they? Where are they? What are they fighting for? How do they operate? You must understand their primary motivation. Is it religious, political, ethnic or something else? Perhaps this is not just a recent outbreak of violence, but an ethnic or religious struggle embedded in the culture of the nation for hundreds of years. Understand the overall history or context of the conflict as well as the specifics of the immediate or current crisis, including command and control and disposition of belligerents, the level of any criminal activity, existence of ad hoc paramilitary organizations, and who has what weaponry.

212. CRIMINAL ELEMENT

1. Splinter groups and criminal opportunists are liable to exist. Little command structure will be present and the likelihood of violence is high. Black marketeers and organized crime must be considered.

213. DESTRUCTION AND POST-CRISIS RESIDUE

1. Evaluate the level of destruction. Has the conflict been primarily a limited skirmish between military forces or has it been widespread and protracted? Has it involved genocide against the civilian population? Understand the level of anger, hatred and resentment belligerents have directed towards each other and towards your uniformed presence. Consider the post-crisis residue of war, specifically the military residue of mines and unexploded ordnance. Casualties, refugees and displaced persons and the instability and potential for famine, and the epidemic that they carry, can also pose serious challenges to mission personnel.

214. THE MISSION AREA'S IMPACT ON PEACE SUPPORT OPERATIONS MEMBERS

1. You must understand that what you find in the mission area may have an impact on you. The post-crisis residue (particularly evidence of conflict such as the large numbers of casualties) combined with the emotion, isolation, and culture shock that come with deployment, will have an impact on you. Other considerations are physical and mental stress and culture shock, resulting in changes to work capabilities, communicational abilities, and sleeping and eating habits.

SECTION 4
THE IMPORTED ENVIRONMENT

215. THE MISSION AND ITS MANDATE

1. The mission and its mandate are what you bring into the natural environment of the nation and region. Understand that you will be mission-driven while the belligerents may not

have any interest in or understanding of your mission. They may in fact resent or oppose your very presence.

216. THE MISSION'S EFFECT ON THE POPULATION

1. Remember also that the local civilian population may not have any idea of who you are or what you are doing in their country, and may become victims of propaganda directed against your mission. There may be a burst of euphoria from the local populace on your arrival, followed progressively by resentment as the mission is held responsible for every evil ever inflicted upon their nation. There may be an unrealistic perception that all wrongs, all economic disadvantages and all threats will be resolved by the mission's presence. Mission members will often be seen as highly advantaged in terms of equipment, medical assets, food, water, freedom of movement or transportation assets. Unrealistic expectations, such as the mission will provide for the local community, need to be recognized and an education program developed to dispel false hope.

217. THREATS

1. The most dangerous threat to you in an operational theatre is a direct attack by a belligerent force. This could include acts of terrorism or banditry. You may be targeted for the following reasons:

   a. National or foreign policies of the host country or another nation that supports it, which can be interpreted as a threat by one of the belligerents (the threat from that belligerent would thus be aimed at the uniform rather than you as an individual).

   b. UN, national government or other governments' policies or statements that may be interpreted as a threat by one of the belligerents.

   c. The perception that you or Canada is partial or biased in dealing with a belligerent, thus compromising your neutrality and increasing the threat of deliberate attack.

d. Your impartiality has been compromised by such things as favouritism, breaching one party’s operational security, or partisan social activity.

e. Posturing by a belligerent. They may wish to make a point and will attack you just to draw attention or communicate dissatisfaction. In some cases, belligerents are unable or unwilling to control their subordinate military or paramilitary forces, so “random” attacks are also possible. Ensure you maintain situational awareness of belligerents’ views and likely intentions and be conscious of the need for protection.

218. COUNTERING THE THREAT

1. The following points should be considered in countering threats:

a. Protecting you and your mission will largely depend on demonstrating a credible deterrent. If the belligerents believe that an attack on you or your comrades can be conducted with impunity the threat to you will be real. A credible threat of international retaliation and intervention will act as a deterrent to attacks upon you. Rules of engagement (ROE) always permit self-defence; appropriate personnel and installation self-defence measures will also deter the threat of a direct attack. Ensure you maintain your impartiality and your neutrality at all times. Always be conscious of where you are and the possible threats to you. Constantly ask the question, “If I come under attack now, what will I do?”

b. From the day you enter the theatre you are the target of information collection operations. The belligerents and other parties (e.g. criminal elements dealing in the black market) will want all of the information they can get on you and your operations. Security of information is an important component of self-defence and deterrence. Your mission is reliant on locally hired civilian staff who, if they are not intelligence agents when recruited, can become agents through coercion or bribery within a short period of time. Their actions will usually be restricted to information gathering. Translators listen to orders groups and even casual conversations of upcoming operations. Drivers will note supply levels. Telephone operators listen to conversations. Cleaners note marked maps and frequencies on radios. You must be information security conscious. Do not trust anyone with operationally sensitive information and be proactive regarding information security.

219. PERSONAL/OPERATIONAL VULNERABILITIES

1. The following is a list of vulnerabilities associated with your mission. Each one of these risks can kill. You should develop personal, team and mission standing operating procedures (SOP) for the threats noted, including what the vulnerabilities are, what the warning signs are, and what action you should take to control vulnerabilities. The key is to know your environment and learn the skills that will counter these vulnerabilities:

a. Traffic accidents.

b. Improvised explosive devices (IEDs).

c. Sickness and disease.

d. Mines.

e. Stray projectiles.

f. Accidents.

g. Mistaken identity.

h. Stress and depression.

i. Crime.

j. Deliberate attack.

k. Terrorism.

220. CONTRIBUTING RISKS

1. The following is a list of factors that will contribute to risk. The primary contributors are a lack of environmental awareness, poor training and inattentiveness:

a. Poor training and indifference to learning.

b. Improper or incomplete equipment.

c. Boredom, inattention or sloppiness.

d. Poor environmental awareness, including cultural insensitivity.

e. Ignorance or failing to observe ROE or SOP.

f. Fatigue.

g. Unstable domestic situation.

h. Abuse of alcohol or other substances.

i. Poor preventive medicine procedures.

j. Promiscuous behaviour.

k. Dishonesty.

221. COUNTERING VULNERABILITIES

1. The best way to counter vulnerabilities is through the following measures:

a. Proper training.

b. Proper and complete equipment.

c. Cultural sensitivity.

d. Firm knowledge of ROE and SOP.

e. Alert and attentive behaviour at all times.

f. Sufficient rest.

g. Stable domestic situation prior to and during deployment.

h. Moderation with alcohol and no abuse of other prohibited substances.

i. Proper preventive medicine procedures.

j. Self-control.

k. Honesty.

l. Defensive driving.

222. CASUALTIES AND TIME IN-THEATRE

1. There is a proven relationship between casualties and time in-theatre:

a. **First Few Weeks**:

(1) **Features**. Members unfamiliar with their environment, threats and vulnerabilities. Highest likelihood of casualties.

(2) **Prevention**. Situational awareness. Conduct pre-deployment preparation, training and familiarization. Conduct an orientation program in-theatre. Keep tasks simple. Assign new members to work with experienced personnel. Train new members in preventative measures.

b. **Middle Third of Tour**:

(1) **Features**. Individuals understand their environment. They have developed skills to counter vulnerabilities. Likelihood of casualties subsides.

(2) **Prevention**. Situational awareness. Vigilance with self-care routine. Continue training in-theatre. Continued awareness of vulnerabilities. Realize that awareness and motivation will vary. Notice when locals alter their lives.

c. **Final Third of Tour**:

(1) **Features**. Things become routine. Motivation, in general, and the awareness of vulnerabilities may drop off. Routine movement/activities happen. Possibility of casualties may once again rise.

(2) **Prevention**. Situational awareness. Maintain vigilance / determine current targets and threats. Actively seek ways to minimize vulnerabilities.

SECTION 5
MINE AWARENESS

223. AIM

1. The aim of this section is to provide basic information that will enhance your ability to operate in a mined mission area. This information may save your life, but it:

a. will not replace common sense and observation skills;

b. will not provide technical information required to render safe or neutralize mines and unexploded explosive ordnance (UXO); and

c. will not make you a land mine or mine clearance expert.

224. AWARENESS

1. Being aware of mines is useless unless the points outlined herein are applied and the skills are practised until they become automatic.

225. WHAT IS THE PURPOSE OF MINING?

1. Mines are laid to achieve the following tactical objectives:

a. To deny ground or access to ground.

b. To force an enemy to move into an area where they will be vulnerable to defensive fire.

c. To act as a terror weapon.

d. Anti-personnel (AP) mines are often used to protect defensive positions.

e. To deny roads and terrain suitable for vehicular approach.

f. To stop movement across borders.

2. Try to think like the person laying the mines—that is, what is their objective—and look for evidence that may suggest a likely spot for mines.

226. FREQUENTLY ASKED QUESTIONS ABOUT MINES

1. **What Happens if I Set Off a Mine**? It is too late to worry about it then. Your colleagues and other patrol members are adequately trained to ensure your rapid extraction to adequate medical support. This will be done in accordance with the mission medical evacuation plan (SOP). In all cases try to stay calm, do not move, and allow your colleagues time to prod their way to you. Remember that they are entering a mined area to rescue you.

2. **Am I Safe in an Armoured Vehicle**? No, but you will be better protected from an AP mine in an armoured vehicle. Anti-tank (AT) mines are designed to severely damage armoured vehicles. Only a properly designed mine protected vehicle will offer any real protection from AP and AT mines.

3. **What Does a Mine or UXO Look Like**? Mines and UXOs come in all shapes and sizes. It is not necessary for you to become a master of mine/UXO identification and be able to quote verbatim mine/UXO characteristics. You must remember that mines are designed to be difficult to see. They are generally buried and often camouflaged by being covered with dirt, foliage or debris. IF IT LOOKS SUSPICIOUS: MARK IT—RECORD THE LOCATION—REPORT IT—DO NOT TOUCH IT.

227. WHAT INDICATORS SUGGEST THE PRESENCE OF MINES?

1. Indicators that suggest the presence of mines are:

   a. Areas marked with MINE CAUTION signs.

   b. Coloured tape or cloth tied to trees or bushes.

   c. Crossed branches.

   d. Rock piles.

   e. Notches on trees.

   f. Trees across tracks.

   g. Mine craters.

   h. Mine casualties and debris.

   i. Mine packaging, crates and cans.

   j. Trip wires and cables.

   k. Disturbed ground and loose soil.

   l. Unattended fields.

   m. Unusual behaviour of the local population.

   n. Tin cans on sticks or in trees.

   o. Peeled stakes in the ground.

   p. Twisted grass.

   q. Dead animals with blast injuries.

   r. Unburied human remains.

   s. Round, regularly spaced potholes.

   t. Damaged vegetation.

   u. Bypasses around apparently good areas or routes.

   v. Footprints or tracks in a pattern.

   w. **What Do I Do if I Find, or Someone Reports to Me, a Mine or UXO**? MARK IT—RECORD THE LOCATION—REPORT IT—DO NOT TOUCH IT.

x. **How do I know if there are Mines in the Area**? Look for mine indicators. Keep vigilant. Ask for mine information from your headquarters (HQ).

228. WHERE TO EXPECT MINES?

1. Places where mines might be expected include:

   a. Confrontation areas, abandoned trenches, military establishments and strategic areas.

   b. Embedded in gravel roads and tracks.

   c. Close to road edges.

   d. Embedded in the soft shoulder verges of paved roads in areas where vehicles are likely to pull over or park.

   e. Anywhere there is a restriction on movement, especially where recovery of a damaged vehicle is difficult. Bridges, defiles and narrow roads are examples.

   f. Likely ambush areas.

   g. Areas that offer good concealment.

   h. In rubble, debris or scrap on an otherwise clear route.

   i. Near any obstruction of a route that causes traffic to move onto a different surface.

   j. Near approaches to demolition sites, roadblocks, checkpoints and obvious obstacles.

   k. In and around buildings that could be (or have been) likely command posts, observation points and rest areas.

   l. In doorways and room corners.

   m. In likely personnel resting spots.

   n. In low ground where people might attempt to hide if fired upon.

   o. Around abandoned equipment.

p. Around “war prizes”—DO NOT COLLECT SOUVENIRS!

q. This list is not all-inclusive.

2. **Are Mined Areas Marked?** Minefields are sometimes marked with a perimeter fence and signs with a skull and cross bones, or a recognizable mine symbol. However, minefields may also be unmarked.

3. **Are Mines Booby-trapped with Anti-lift Devices?** Mines can have anti-lift devices or be connected in serial by trip wire—lifting one mine activates one or more nearby. There are many forms of booby-trapping possible. DO NOT touch mines, UXO or suspicious objects. MARK IT FROM A DISTANCE—RECORD THE LOCATION—REPORT IT—DO NOT TOUCH IT.

4. What about Improvised Explosive Devices (IEDs)? An IED can take many shapes:

a. Anti-personnel mines linked together and attached to artillery ammunition.

b. A ball of plastic explosive packed with nails, nuts and bolts.

c. A can or box packed with explosive and shrapnel pieces.

5. **What about Unexploded Explosive Ordnance?** In a war zone you should expect that there will be UXO. These are caused when defective artillery or air munitions are fired or dropped and fail to detonate. UXO is often highly unstable and should never be moved. MARK IT FROM A DISTANCE—RECORD THE LOCATION—REPORT IT—DO NOT TOUCH IT.

229. PATROL TIPS

1. **How Mines May be Avoided**?

a. Stay within known safe areas.

b. Stay on proven routes.

c. Stay on tarmac/concrete roads.

d. Do not drive onto road shoulders or verges.

e. Do not give in to curiosity, especially if you see an unattended attractive item. Report it immediately!

f. Observe local behaviour.

g. Obtain mine information from your operations (ops) centre.

h. Attend mine awareness training.

i. Report UXO (artillery or mortar shells, grenades and rockets) and bulk ammunition left behind by belligerents.

j. Before moving into a known mined area, ask the question, “Is this an operational necessity?”

2. **If Movement in a Known Mined Area is an Operational Necessity**:

a. Contact the ops centre to obtain information and a map overlay of the routes that have been proved safe by Field Engineer Squadron (FES) personnel in the area in which you plan to travel.

b. Request route proving by FES before travelling on the route if the route has not been proved or information is outdated or unreliable.

c. Request route and bridge maximum load capacities prior to travelling on the route.

d. Do not travel on any route that has not been FES proven.

e. Do not travel over any bridge where you do not know the maximum load capacity.

f. Do not drive on the shoulders or in the ditches. Do not assume that a route is safe simply because local inhabitants use it.

230. PATROLLING IN A MINED AREA—PRACTICAL STEPS

1. Practical steps for patrolling in a mined area include:

   a. Patrol in vehicle pairs. Keep at least 50 m between vehicles so that if there is an incident the team in the other vehicle will not be injured and therefore remain able to render assistance.

   b. Do not move about in the dark.

   c. Observe local movement patterns before using an area.

   d. Speak to local people and listen to what they tell you. Often, what you are not told is important.

   e. Do not use routes that have not been verified as clear of mines.

   f. Ensure that all personnel in your patrol can assist a mine victim. This includes first aid, radio procedure and extraction of a victim from a mined incident in accordance with SOP.

   g. Send regular location reports to your HQ.

   h. Do not look for or take souvenirs of ammunition, land mines or UXO.

   i. Expect changes in the use of mine laying techniques.

   j. Be aware of fatigue. This affects your judgement. Have regular halts.

   k. If possible, stay in the centre of a road when driving.

   l. When stopped, stay on the road. This also applies to the need to urinate or defecate. Do not wander off into unproven areas.

   m. Always carry appropriate first aid equipment in vehicles and on foot patrols. Regularly check the items for serviceability and completeness. Check item expiry dates.

n. Do not touch trip wires or suspicious objects. MARK IT FROM A SAFE DISTANCE—RECORD THE LOCATION—REPORT IT—DO NOT TOUCH IT.

o. On foot patrols stay on hard surfaces and observe local movement patterns.

p. Never run into an incident area.

q. Do not follow vehicle tracks unless you are directly following the vehicle that made them. Old tracks are sometimes mined!

231. ACTION ON DISCOVERING A MINE OR UXO

1. If a mine or UXO is discovered the following details should be recorded and reported:

a. Date time group (in local time).

b. Patrol call sign.

c. Personal details (e.g. identification card number, call sign) of the person reporting the incident.

d. Location coordinates / grid reference (Universal Transverse Mercator [UTM] coordinate, or latitude and longitude from the global positioning system [GPS]).

e. Map title.

f. Map scale.

g. Map number and identifiers.

h. Map datum point.

i. Sector.

j. Type of mine or UXO found (if known).

k. Number of mines found.

l. Fuze type (if known).

m. Any modifications you can view without touching the mine(s) (e.g. anti-lift devices or booby traps).

n. If the mines are in a pattern or cluster.

o. Describe the indicators that the area is mined.

p. Who reported the mine, or whether it was located by the patrol.

q. Who laid the mine(s) (if known).

r. Whether the information has been confirmed and verified; if so, by whom.

s. How reliable is the information given.

t. Include a sketch map of the mined area showing north and significant obvious landmarks.

u. Provide additional comments as appropriate.

232. MINE/UXO INCIDENT DRILL

1. If you are involved in a mine or UXO incident:

   a. Stop.

   b. Report to HQ, and if necessary, request medical evacuation (MEDEVAC).

   c. Assess the situation.

   d. Note any pertinent information.

   e. Look, feel and prod your way carefully to the casualty(ies).

   f. Mark your route.

   g. Clear a work area around the casualty(ies).

   h. Give first aid (if possible).

   i. Extract the victim(s) to safety (if possible).

   j. Get medical help.

   k. Record details of the incident.

l. Mark the area.

m. Do not touch the mines or UXO.

233. PRODDING FOR MINES

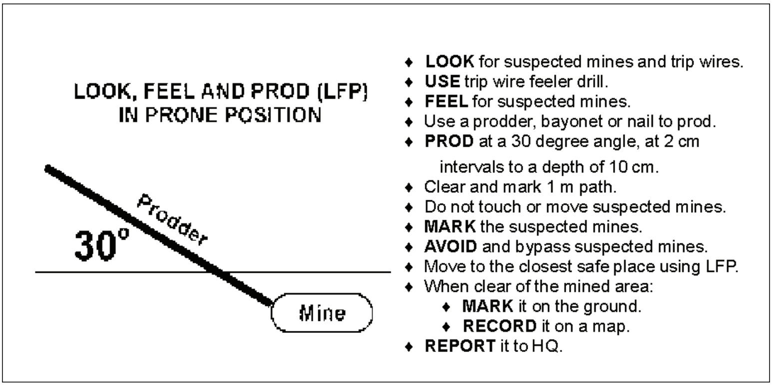


Figure 2-1: Prodding for Mines

1. When prodding for mines:

a. Clear a path approximately 1 m wide. Mark your route.

b. Carefully remove surface debris with your fingers or by blowing.

c. Once you identify a solid object, mark it and call the FES.

d. Once the object is identified as a mine, mark it and avoid it.

SECTION 6
CHEMICAL BIOLOGICAL RADIOLOGICAL NUCLEAR (CBRN) DEFENCE

234. INTRODUCTION

1. There is no doubt that the threat posed by CBRN weapons is very real. History has shown us how effective they can be. Unfortunately, during today’s peace support operations (PSO) there is also the real threat of toxic industrial materials

(TIMs) due to low safety standards, the absence of facility staff during conflicts, and collateral damage.

2. If you are to survive in a CBRN environment you must ensure that you remain current on the various individual survival drills. The effects of CBRN agents will kill you if they enter your body via the following means:

a. Through your skin by ABSORPTION.

b. Through your mouth by INGESTION.

c. Through your nose or mouth by INHALATION.

235. CBRN INDIVIDUAL PROTECTIVE ENSEMBLE (IPE)

1. The following is the list of equipment that makes up your IPE. You must learn to recognize the items, become proficient in their use and method of wear, and know your respirator drill. The IPE consists of the following items:

a. Respirator, carrier and canister.

b. 3-way detector paper.

c. Nerve agent pre-treatment tablet set.

d. CBRN suit, over boots and gloves.

e. Nerve agent vapour detector (NAVD).

f. HI-6 Atropine

g. Diazepam.

h. Decontamination mitt and lotion.

i. Plug set.

j. If you wear spectacles, a pair of respirator spectacles.

236. GENERAL INDICATORS OF BIOLOGICAL OR CHEMICAL ATTACK

1. The following characteristics of your immediate surroundings will indicate that chemical or biological agents may be present:

a. Suspicious liquids or solids on the ground or on vegetation.

b. Unexplained smoke or mist.

c. Suspicious odours.

237. CHEMICAL AGENT INDICATORS

1. Initial detection will usually be characterized by the following:

a. Irritation of eyes, nose, throat and skin.

b. Headache, dizziness and nausea.

c. Difficulty with, or increased rate of, breathing.

d. A feeling of choking or tightness in the throat and/or chest.

e. Strange or out-of-the-ordinary odours.

f. Strange flavours in food and/or water.

238. BIOLOGICAL AGENT INDICATORS

1. The following may identify the presence of biological agents:

a. An increase in sick or dead animals.

b. Unusual or unexplained increase in the number of insects.

c. Enemy fire that does not seem to have an immediate casualty effect.

2. Some of the more common chemical agents that you are likely to encounter and the associated treatment for them are as follows:

CHEMICAL AGENT CHARACTERISTICS		
CHEMICAL	**SYMPTOMS**	**TREATMENT**
NERVE GAS	Breathing difficulties, tightness in the chest, nausea, excessive sweating, vomiting, cramps, headache, coma, convulsions, and drooling.	Administer atropine.
BLISTER AGENTS (mustard and arsenic gases)	Eyes are inflamed, burning, blisters, and tissue destruction.	Apply protective ointment to exposed areas.
CHOCKING AGENTS	Difficulty in breathing, and tightness of the chest.	Loosen clothing, avoid unnecessary exertion, and keep warm.
BLOOD AGENTS (cyanide, arsine gases)	Breathing difficulties, and tightness of the chest.	Administer Amyl Nitrate and artificial respiration.
TEAR AGENTS	Eyes water, intense eye pain, and irritation of the upper respiratory tract.	Air the skin and flush irritated surfaces with water.
VOMITING AGENTS (DM, DA, DC)*	Sneezing, nausea, salivation and vomiting.	Vigorous activity helps reduce nausea and its duration.
INCAPACITATING AGENTS	Abnormal behaviour, muscle weakness, and central nervous system disorders.	Supportive first aid and physical restraints in some situations.

* DM = diphenylaminearsine; DA = diphenylchlorarsine; and DC = diphenylcyanoarsine

239. LOCAL ALARMS

1. A local alarm is used to indicate suspicion or detection of CBRN hazards. Alarms such as the air raid siren may be heard first followed by the local alarm for CBRN hazards. You must know all local alarm signals as indicated in your unit SOP. The following are examples of signals that may be used to indicate CBRN hazards:

ATTENTION

The local alarm may be given by anyone who suspects or recognizes the presence of CBRN agents.

a. **Percussion**. A systematic triple beat, then a pause, on any metal or other object that produces a loud noise such as a bell, metal triangle, iron railing, vehicle fender, etc.

b. **Horns and Sirens**. A horn signal of three short blasts followed by two seconds of silence, with the sequence repeated for one minute. A siren signal of three long warbling notes, each separated by silence can also be used.

c. **Vocal Alarm**. The shout of “GAS, GAS, GAS” for any type of attack that demands masking, supplemented by the shout of “SPRAY, SPRAY, SPRAY” for a liquid chemical attack.

d. **Automatic Audible CBRN Detectors**. Audible signals given by automatic detectors in the presence of CBRN hazards.

e. **Individuals**. Masking, followed by exaggerated movements to attract attention.

f. **Automatic Visual CBRN Detectors**. Visual signals such as flashing lights given by automatic detectors in the presence of CBRN agents.

240. CBRN SIGNS

1. Known or suspected contaminated areas are marked with standard triangular markers. They are colour coded and labelled to indicate the contaminating agent. You must be able to recognize the following markers.

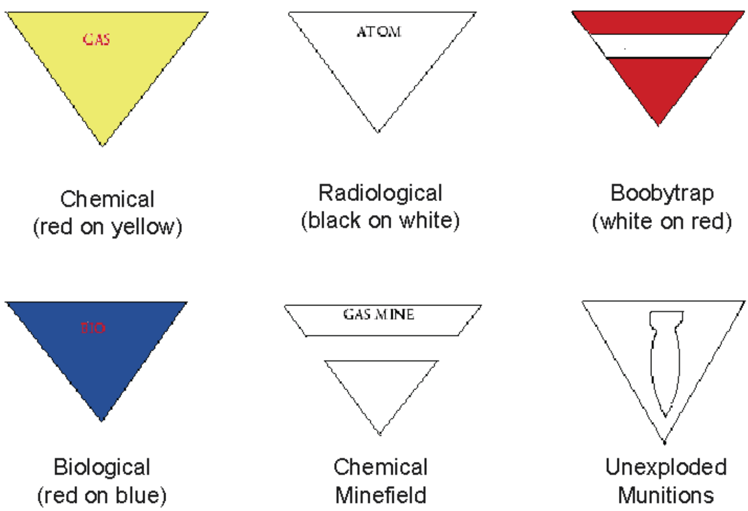


Figure 2-2: CBRN Signs

241. BIOLOGICAL CHEMICAL WARFARE (BCW) SURVIVAL RULE

1. When the local commander has ordered that the BCW survival rule be put into effect you, on your own initiative, must be vigilant for the presence of biological and chemical agents. The catchword AROUSE is used to remember the survival rule. Therefore, if any of the following conditions prevail, you must assume the presence of chemical or biological agents and perform the immediate action drill:

a. Artillery or other bombardment is experienced.

b. Raids or hostile acts are made by aircraft against your unit.

c. Odours or liquids, which are suspicious, are detected.

d. Unusual bomblets or missiles are seen.

e. Smoke or mist from an unknown source is present.

f. Effects on your body or on others are noticed.

242. MASK

1. The mask is the most important single item of the IPE in CBRN defence. As such, it must be properly handled and maintained. It is your responsibility to ensure the mask is put together correctly, that the canister is in good condition and that the mask is properly adjusted to fit. When caring for your mask, avoid the following:

a. Storage near heat.

b. Storage of unauthorized articles in carrier.

c. Dismantling of components without authorization.

d. Unnecessary stretching of the harness.

e. Unnecessary rough handling.

f. Leaving the mask in the carrier for long periods—this promotes distortion—remove the mask for a short period each week.

g. Allowing moisture to enter the canister.

h. Allowing dirt or dust to collect on or in mask or carrier.

i. Unnecessary exposure to sunlight.

243. MASKING DRILLS

1. **Mission Oriented Protective Posture (MOPP)**:

a. **MOPP READY**. Personal equipment is available within 2 hours and the carrier bag is worn.

b. **MOPP 0**. Personal equipment must be immediately available and the carrier bag is worn.

c. **MOPP 1**. The suit and the carrier bag are worn. The boots and gloves are carried.

d. **MOPP 2**. The suit, boots and carrier bag are worn; the gloves are carried.

e. **MOPP 3**. The suit, boots, gloves and carrier bag are worn.

f. **MOPP 4**. All your personal equipment is worn including the gas mask.

2. The masking drill can be carried out independently from MOPP 1, MOPP 2, or MOPP 3. However, if the situation warrants that you mask you should subsequently go to MOPP 4. The shout “GAS, GAS, GAS” or “SPRAY, SPRAY, SPRAY” must result in the following masking drill being completed in nine seconds or less:

a. Stop breathing and close the eyes.

b. Remove head dress (helmet) with right hand and place between legs, and sling weapon.

c. Pull carrier release and hold it open.

d. Don mask using the following method:

(1) With the right hand, grasp the face piece by the outlet valve and remove it from the carrier.

(2) Remove the plug set.

(3) Place the left hand on the side of the canister so that the left thumb is in the lower left strap, hook the right thumb into the lower right strap, release the canister and hold the mask by the straps.

(4) Thrust out the chin and dig it into the chin cup.

(5) Slide the straps over the head and ensure that the pad is in the center at the rear.

(6) Smooth out folds in face piece or twists in the straps.

(7) Blow out to remove any gas vapours.

(8) Test for tightness.

e. Begin breathing.

f. Shout “GAS, GAS, GAS” or “SPRAY, SPRAY, SPRAY.”

3. Once completed:

a. Replace helmet and check proper closure and seal of all clothing.

b. Return plug set to carrier.

c. Close and fasten carrier.

244. INDIVIDUAL DECONTAMINATION

1. The responsibilities of the individual are limited to decontamination of the following:

a. **Face and Hands**. Decontaminate within the first two minutes of contamination.

b. **Body**. Decontamination of the body must take place as soon as possible after contamination. All clothing should be removed, leaving the mask until last, then a thorough shower or bath is to be taken using generous quantities of soap and water. The soap should be germicidal and the water hot. Minor cuts and abrasions should be treated immediately.

c. **Mask**. Decontamination of the mask should be performed using the procedure for periodic cleaning and disinfecting carried out as follows:

(1) Remove the mask from the carrier.

(2) Remove canister.

(3) Open the outlet valve cover and let it hang.

(4) Wash the mask in a solution of two parts detergent (washing detergent or equivalent) to 100 parts water, at a temperature of 20–40 degrees Celsius. Agitate the mask for one minute by hand. Remove mask from the solution and drain the outside and inside of the mask.

d. **Clothing**. To decontaminate clothing wash it thoroughly in hot soapy water.

e. **Food**. Unopened food cans should be thoroughly boiled or washed in soapy water before use.

f. **Water**. Water and drinking containers should be treated in the same manner as food containers. If uncovered water only is available, it should be treated in the usual way with water purification tablets. If these tablets are not available the water should be boiled for 15 minutes.

g. **Eating Utensils**. Eating utensils should be washed thoroughly in disinfectant soap and hot water or boiled for 15 minutes before use.

245. INDIVIDUAL DECONTAMINATION (ID) DRILL

1. The following assumptions are made in conducting this ID drill:

a. This drill will follow the immediate action (IA) drill (i.e. mask, sound alarm, take overhead cover, perform ID drill if skin or detector paper is contaminated, and if nerve agent effects are experienced, use self-aid).

b. The individual is wearing his or her CBRN coveralls at the time of performing the ID drill.

c. Overhead cover has already been taken (as part of the IA drill). Therefore, there is no need to mention it again as part of this ID drill.

d. The drill is conducted while under vapour hazard conditions and not liquid hazard conditions.

2. **Nerve Agent Self-treatment**. The individual will have already applied HI-6 and Diazepam as part of the IA drill if nerve agent effects were experienced. Should subsequent self-injection of a second or third HI-6 auto-injector be required (now as part of the ID drill) the 15-minute rule (between injections) should be respected. The individual was not in MOPP 4 when exposed, otherwise, there would be no need to decontaminate exposed skin as no skin would have been exposed at the time of the attack.

3. **Nerve Agent “Buddy Aid”**. After protecting himself, the individual will then provide immediate first-aid to any casualties. Injections of atropine-oxime when there is no nerve agent poisoning is harmful and will result in unnecessary casualties. Excessive injections (more than three) may be harmful unless prescribed by medical personnel. Do not mistake the symptoms of heat stress for nerve agent poisoning. The medication in the HI-6 auto-injector will harm you if used incorrectly or inappropriately. Therefore, use the HI-6 auto-injector only to counter the effects of nerve agent poisoning.

246. MOVEMENT THROUGH A CONTAMINATED AREA

1. Avoid contaminated areas or pass through them as rapidly as possible. If required to remain in or pass through contaminated areas you must:

a. Use your IPE for self-protection.

b. When possible, use vehicles to traverse the contaminated area on the up-wind side. Vehicle windows and doors must be closed, heaters/blowers turned off, and tarps closed and secured. Vehicle movement must conform to the following:

(1) Extend vehicle interval to 125 m and slow to 8 kph.

(2) Do not follow directly behind the vehicle in front and avoid any dust or debris thrown up from wheels and tracks.

(3) Avoid brushing under trees and driving through puddles.

(4) After crossing the area, check for contaminants.

c. Select routes or bivouac areas on high ground since chemical agents tend to be heavier than air and settle in low places. Avoid cellars, trenches, gullies, valleys and other low places where agents may collect.

d. Avoid unnecessary contact with contaminated surfaces such as buildings, debris, woods, shrubbery, tall grass and puddles. These areas tend to retain the agent for extended periods.

e. Do not stir up dust unnecessarily.

247. NUCLEAR DEFENCE

1. Your reaction to an unexpected nuclear attack should be as follows:

a. Drop flat on your stomach with your feet toward the explosion, close your eyes, cover your face with your hands, and put your head down.

b. Remain in position for 90 seconds from the time of the blast.

c. Adopt MOPP 4.

SECTION 7
SECURITY—FORCE PROTECTION

248. GENERAL

1. PSO members will be in possession of information and or material that could aid belligerents, criminal elements or

other interested parties. The operational effectiveness of a PSO is highly dependent upon impartiality. Force protection activities protect a force and its ability to implement its mandate impartially through:

a. Protective security (personnel, physical, organizational and information security).

b. Operational security (OPSEC).

c. Tactical security (protection against outside threats).

2. This field book will focus on protective security measures since they are largely an individual responsibility.

249. AIM OF SECURITY

1. Force protection security measures are aimed at protecting:

a. Personnel from death, injury or abduction (safety).

b. Mission or belligerent force information security (INFOSEC) against compromise.

c. Installations and equipment (physical security).

250. SECURITY THREATS

1. PSO personnel, equipment, installations and information may be at risk from:

a. Criminal activity (including theft, blackmail or black marketeering).

b. Hostile intelligence services (HIS).

c. Banditry.

d. Sabotage/terrorism.

e. Subversion.

f. Espionage.

251. COMMAND RESPONSIBILITY

1. Security policies are a commander's responsibility and will be reflected in Force standing orders or SOP. The Force Senior Security Officer will be a dedicated position in a larger force or a secondary duty in a smaller force, and will be responsible for:

   a. Determining the threat.

   b. Establishing policy and planning commensurate with that threat.

   c. Conducting security education and training.

   d. Ensuring personnel, physical, organizational and informational security measures exist.

   e. Ensuring accountability for those measures.

   f. Countering, investigating and resolving breaches or activity.

   g. Reporting breaches.

252. PROTECTION OF PERSONNEL

1. Personnel are protected through:

   a. Security clearances.

   b. Control of access, whether to information ("need-to-know") or to physical locations.

   c. Control and use of identification cards and discs, passes and passports.

   d. Education and awareness concerning espionage, subversion, criminal activities and other threats.

253. PERSONNEL COUNTERMEASURES

1. The following countermeasures can be directed by the Force:

   a. Movement of members can be restricted, including the location of leave areas and times they can be used, locations and timings for non-operational activities, and restrictions on the wearing of civilian clothing.

b. The use of non-operational transportation and public transportation can be restricted.

c. Areas or facilities can be declared out of bounds.

d. Curfews can be imposed.

e. Secure areas for parking Force vehicles can be designated.

f. Civilian labour can be screened and regulated.

g. PSO members can adopt commonsensical individual countermeasures such as avoiding predictable activities or movements.

254. PHYSICAL SECURITY

1. Physical security for the protection of Force and individual equipment includes:

a. Weapons, ammunition and explosives.

b. Mission essential equipment such as communications equipment and defensive stores.

c. Maps and overlays.

d. Medical supplies and equipment.

e. Uniforms and insignia.

f. Rations and water.

255. PHYSICAL COUNTERMEASURES

1. The following are appropriate countermeasures:

a. Ensure secure areas are created for storage or holding of equipment. Select infrastructure for this storage that can be protected.

b. Impose access control measures including guards, access points and vehicle barriers.

c. Sweep facilities and regularly ensure they are secure.

d. Install additional barriers to protect high-risk areas within a secure compound.

e. Locate sensitive areas away from other buildings and compound perimeters.

f. Use reflective film or other material to block windows.

g. Use light barriers on windows at night.

h. Reinforce the infrastructure with pre-detonation screening, sacrificial roofs and double walls.

256. ORGANIZATIONAL SECURITY

1. Organizational security measures must adjust according to the threat. Components of organizational security include the following:

a. Awareness by PSO personnel of potential targeting of HQ facilities, living quarters, ammunition and fuel storage sites and vehicles (whether parked or moving). Physical and organizational security measures must be in place to deter or prevent these occurrences.

b. Force and unit security orders.

c. Security measures appropriate to a specific location's actual or predicted threat.

d. Control of access to areas or facilities.

e. VIP and close protection programs.

257. ORGANIZATIONAL COUNTERMEASURES

1. The following are appropriate countermeasures:

a. Education and training of personnel in security measures, including refresher briefings.

b. Effective security SOP and standing orders.

258. INFORMATION SECURITY

1. Information takes many forms and both classified and unclassified information can be compromised. Unclassified information when collected and analysed can be highly significant to hostile agencies, particularly if it confirms or clarifies classified information they are seeking. Information types include:

a. Official and personal documents, including personal letters.

b. Maps and overlays.

c. Meetings or conversations.

d. Electronic media such as personal computers and networks, telephone, message and facsimile traffic, and GPS positional readings.

e. Photographs.

f. Radio or cellular telephone transmissions.

259. INFORMATION COUNTERMEASURES

1. The following countermeasures protect information:

a. Secure information in use and destroy it when it is no longer of value (e.g. drafts or superseded documents).

b. Use secure transmission means when appropriate (note this does not just include electronic means since liaison officers and dispatch riders can personally deliver sensitive material).

c. Control access to information (“need-to-know”).

d. Screen civilian labour.

e. Be aware of eavesdropping.

f. Be aware of the possibility of listening devices and/or illicit photography.

g. Always treat the Internet, mail services and unencrypted cellular telephones as non-secure means.

260. REPORTING

1. Do not hesitate to report suspicious activity or persons even if you only suspect a problem. Units will have designated security personnel. Speak to your supervisor. Failing to report allows the activity to go unchecked which can escalate the effects.

261. PERSONAL SECURITY MEASURES

1. You should take the following personal security measures:

a. Mark all CF and personal kit with your service number.

b. Limit your attractive and expensive personal items to those you really need.

c. Do not travel alone.

d. Vary your routes and routines.

e. Be alert to overly friendly local inhabitants.

f. Use locks and securable containers.

g. Report suspicious activities and persons.

262. SECURITY ON LEAVE

1. While on leave you should be aware of the following security considerations:

a. Be cautious with overly inquisitive people.

b. Do not travel alone.

c. Do not leave critical documents such as passports/visas or money in a hotel, but carry them with you covertly.

d. Do not draw attention by wearing expensive clothing and jewellery or carrying attractive/expensive equipment.

e. Avoid public demonstrations.

f. Vary your personal routine.

g. Ensure your itinerary is known by someone else.

h. Learn a couple of emergency phrases in the local language.

i. Know the location of civilian police, the Canadian embassy or military attaché (or an embassy friendly to Canada), or representatives of the Force or Canadian contingent if they are located in or near the leave area.

j. Notice activity around you such as suspicious persons or the absence of the "usual" local inhabitants.

k. Report any suspicious contact or solicitation upon your return.

263. ILLEGAL ACTIVITY

1. Illegal activity on the part of PSO members can have significant individual, institutional and even international consequences.

264. CUSTOMS OBLIGATIONS

1. Canadian and other national Customs regulations are stringent and not to be taken lightly. Infractions can have severe consequences for the PSO member, the unit, the CF, the mission and Canada's reputation. Under no circumstance is Canadian or another nation's Customs regulations to be violated, either intentionally or through negligence. Be aware that individuals may target you as a potential carrier. Some typical infractions might be:

a. Illegally transporting weapons, explosives and war contraband souvenirs.

b. Transporting national treasures or religious icons.

c. Smuggling jewellery and electronic equipment.

d. Transporting illicit drugs.

e. Transporting restricted items into countries that may ban them for religious or cultural reasons.

f. Exceeding authorized limits without reporting.

SECTION 8
EMERGENCY DRIVING

265. THE THREAT

1. The military driver, vehicle and passengers are susceptible to a variety of potential attacks. The threat may include explosive devices, ambush or hijacking, shooting and mines. In addition to good driving technique, the driver should employ the following:

a. Maximum concentration at all times.

b. Detailed, accurate and extensive observation.

c. Correct and immediate reactions to changing conditions.

d. A deliberate and well-defined plan to meet any situation.

266. OVERT ATTACKS

1. The determined assailant is extremely difficult to combat. However, for the attack to be totally successful the target vehicle needs to be encouraged into a pre-arranged position. If the driver—through his security awareness, alertness and preparation—can keep his vehicle and occupants out of such a position the attack will be unsuccessful. The type of attack could vary considerably.

267. AMBUSH/HIJACKING

1. A recurring risk to the safety of PSO personnel is vehicle hijacking. In most situations the hijackers hold the advantage through surprise and local knowledge of the ground. Experience has shown that most hijackings are targeted against single vehicles with one or two occupants. Whenever possible, vehicles should not travel alone, especially in remote or known problem areas. The safety of personnel takes priority over the security of vehicles and equipment. Personnel encountering a hijack situation have three choices depending upon the situation presented:

a. Drive through the hijackers.

b. Stop.

c. Stop short of the hijack area, assess the situation, and reverse out of the area.

268. POTENTIAL DANGER AREAS

1. The following areas are potentially dangerous:

a. Unlit areas at night.

b. Road works and diversions.

c. Bridges, culverts and tunnels.

d. Mandatory/likely stopping points (e.g. roundabouts, traffic lights and level crossings).

e. Passenger drop-off/pick-up points.

269. HIJACK COUNTERMEASURES

1. Prior to starting a journey the following preparatory actions should be carried out:

a. Vehicles should have a crew of at least two.

b. Vehicles should have communications.

c. Minimum equipment should be taken into or through sensitive areas.

d. All crew should be armed and in possession of a vehicle bag containing ammunition, maps and a radio.

e. All crew must be aware of the route to be taken.

f. Develop a route plan or ORV driving route if separation occurs.

270. ROUTE TRACKING DRILL

1. Crews must send regular location reports (LOCREPs). The ops centre must maintain a log of vehicle movements. Armed escorts should be provided for vehicles moving through sensitive areas. On commencement of a suspected hijacking, vehicle occupants should remain calm and assess the situation while attempting to send a contact report. Vehicle doors should be locked and all windows closed.

271. BLOCKED ROUTE DRILL

1. Reverse the vehicle out of the area. If this is not possible, bring the vehicle to a controlled stop and carry out the following actions:

a. Send a contact report.

b. Stay in the vehicle.

c. If ordered to vacate the vehicle do so slowly to buy time for help to arrive. Try to negotiate your way out of the situation.

d. Delay the searching of the vehicle for as long as possible, and hand over weapons only if lives are threatened or appear to be in danger.

e. Do not allow your party to be separated.

272. ROUTE NOT BLOCKED DRILL

1. If there appears to be no blockages or heavy weapons present, the commander may make the decision to drive through the situation. The following actions should be carried out:

a. Send a contact report.

b. Select low gear and accelerate through the position.

c. Increase weapon readiness within vehicle (i.e., cock weapons).

d. Continue on towards the nearest force military or police unit and immediately submit an incident report.

273. OPERATIONS CENTRE DRILL

1. The ops centre must support the hijack victims quickly and decisively. If available, the nearest quick reaction force (QRF) should be alerted, briefed and dispatched.

274. QUICK REACTION FORCE (QRF) DRILL

1. When activated, the QRF must move with best possible speed to the area. Once in position the QRF will:

a. Locate and account for all personnel.

b. Move recovered personnel to the nearest secure base.

c. Obtain descriptions of the hijackers, their vehicle(s) and the direction they may have taken.

d. Search for any missing personnel.

e. In the event of a firefight, provide covering fire or take other appropriate action based on ROE.

f. Send regular situation reports (SITREPs) to the ops centre.

275. MINES

1. Mines may be used as part of an ambush, but can also be left unattended to kill or injure military personnel. Drivers need to be current with the mine threat in the area they are travelling and practise mine awareness. There are several precautions that can be taken to minimize the risk:

a. If possible, drive on roads posted clear of mines.

b. If possible, stay on well travelled, paved roads avoiding potholes, shoulders and objects on the road.

c. When on unpaved roads ensure roads have been used recently. If possible, wait for other vehicles to precede you and follow in their tracks at a safe distance. Do not take anyone's word that the road is clear.

d. Never be the first to travel any road, especially at first light.

e. Stay clear of potential targets such as belligerents' military convoys or vehicles.

f. Roads leading to, or in the vicinity of, belligerents' military installations are particularly suspect.

g. Watch carefully for mine indicators such as dead animals, freshly disturbed dirt on road sides, and trip wires across roads.

h. Where applicable, drive with the windshield up if the vehicle is not equipped with wire cutting devices.

i. Ride inside the vehicle with the floor sandbagged or protected by metal plates.

276. EXPLOSIVE DEVICES

1. Car bombs, which are attached to or thrown into a vehicle, or placed close to a vehicle when it is static or on the move, are intended to injure or kill the occupants, or to immobilize the vehicle to allow kidnapping. This type of problem is unpredictable and devastating. If tasked to proceed to an area to inspect an explosion wait at least 30 minutes before entering the area since a popular tactic is to explode a second bomb nearby after crowds and security forces have descended upon the area.

277. VEHICLE SECURITY

1. To ensure the security of passengers and the vehicle the following should be adhered to:

   a. The vehicle should never be left unattended in an unsecured area if at all possible.

   b. Pay attention to vehicles (and occupants) that are close to you.

   c. Always check around and under the vehicle when it has been left unattended.

   d. Avoid parking on soft ground or close to objects that could be useful to an attacker.

   e. Avoid being boxed in; maintain an exit or turnaround opportunity open at all times.

   f. Secure all doors, windows, hood and trunk. If it is necessary to open a window, open it only a few inches.

   g. Do not take on unauthorized passengers.

   h. Be aware of vehicle contents. Check ownership of all luggage and packages.

278. SEARCHING VEHICLES

1. Search the vehicle regularly. Learn to recognize the normal appearance of the underside of the vehicle as well as the engine compartment so that changes will be readily apparent. Vehicle searches must be done in a systematic, methodical sequence to ensure no part is left unchecked. Suspicion should be aroused by the following:

   a. Unusual objects on or around the vehicle.

   b. Objects out of place on the vehicle.

   c. Outward signs of tampering.

   d. Loose wiring, tape or string on or near the vehicle.

   e. Disturbed ground near the vehicle.

279. ROUTE SELECTION AND PLANNING

1. All routes should be reconnoitred whenever possible. There will be occasions when reconnaissance cannot be done. Situational awareness of route conditions, threats, restrictions to freedom of movement, climate or weather conditions affecting travel will be additional factors in selecting routes. The principles of route selection are:

   a. Avoid routine/regular routes.

   b. Insist on accurate timings.

   c. Ensure another party knows your proposed route and maintain contact throughout your transit to destination.

   d. Select routes that allow the maximum safe speed possible.

   e. Select routes that offer the best possible security.

   f. Reveal dates, timings, route and destination only on a need-to-know basis.

   g. Always have an alternative route for bypass.

280. FOLLOWED BY A SUSPICIOUS VEHICLE

1. If you are followed by a suspicious vehicle:

   a. Note the particulars of the vehicle.

   b. Slow down, accelerate suddenly, or perform a “box” turn to confirm.

2. If confirmed:

   a. Use the vehicle telephone or radio to alert your unit or Force police.

   b. Drive to the nearest Force military or police unit.

   c. Carry out evasive driving techniques.

281. EVASIVE ACTION

1. Listed below are actions to be taken in the event of an attack:

   a. Road blocked—attempt to drive around, U-turn or reverse.

   b. Fired upon by another moving vehicle—attempt sudden acceleration or braking actions.

   c. Ambush—drive through, U-turn/reverse or drive around.

282. EVASIVE DRIVING

1. The driver should remember the following when considering what action to take in a given situation:

   a. Maintain control of the vehicle and avoid excessive speed.

   b. Keep passengers informed of what you are about to do (if possible) before carrying out any sudden manoeuvres.

   c. Ramming should be employed as an evasive technique only as a last resort. If this tactic has to be used always try to ram with the non-engine end of your vehicle.

   d. The safety of the crew and vehicle are more likely maintained if another vehicle can be kept between you and the pursuer.

   e. When ramming a vehicle perpendicular to yours, remember the contact point should be over the opposition's wheel so as to break the traction point. Once the vehicle's traction point is broken, continue to accelerate until you are completely through the block.

283. ACTION AT CHECKPOINTS

1. The behaviour of personnel at checkpoints can be unpredictable, especially at night. The following procedures could enhance your security:

a. Slow down when approaching a checkpoint until you are recognized and waved through.

b. Do not use force at a checkpoint. If there is confusion, proceed with caution. If access is denied seek direction from your HQ. Let them deal with the problem if you cannot resolve it.

c. Maintain observation on the checkpoint after passing to ensure your passage has gone without incident.

d. Just prior to stopping at a checkpoint at night, switch off headlights and switch on the interior light to assist in the identification of occupants.

e. Leave as much space as possible so you have some room to manoeuvre your vehicle to escape.

284. EQUIPMENT IN VEHICLES

1. Prior to any road movement, whether a patrol or otherwise, it is essential that your personal equipment and vehicle be serviceable. All items should be located for easy access in the event of trouble. The following equipment must be in the vehicle:

a. Helmets and flak jackets, either worn or beside you.

b. Portable radios, handy in case of vehicle evacuation.

c. Personal preventive medicine / survival kit (including water).

d. Vehicle flags flown (and illuminated if used at night).

e. Blast blankets.

f. Satellite phone.

SECTION 9
CONDUCT AFTER CAPTURE

285. INTRODUCTION

1. The Code of Conduct after Capture describes the behaviour expected of CF personnel when taken prisoner/hostage. None of us expects to be taken hostage but the possibility exists. Being part of a PSO will increase the chance of being exposed to, or involved in, a hostage situation. Many UN and NATO personnel have been taken hostage in recent years for periods of hours to weeks. This is also an age of increasing terrorism and criminal activity, both of which use hostage-taking as a tool for gaining recognition and influencing others. No country is totally safe from terrorist attack. For these reasons, it is important to be acquainted with the many aspects of hostage situations and how you are expected to respond to those situations. The doctrine guiding behaviour and responses is summarized by the acronym PRIDE.

286. P.R.I.D.E.

1. P.R.I.D.E. stands for:

a. P—Principles of leadership:

(1) Senior person exercises leadership.

(2) Discipline by all.

(3) Duty continues.

b. R—Resist exploitation:

(1) Resist interrogation.

(2) Protect vital information.

(3) Discredit captors’ propaganda.

(4) Plan to escape.

c. I—Information to be given:

(1) Required to give name, rank, service number and date of birth.

(2) If questioned further, MAY give blood group and religion.

d. D—Dignity:

(1) Accept the adversity with dignity.

(2) Maintain faith.

(3) Encourage cohesion.

e. E—Escape. In all circumstances, escape may be considered. However, take into consideration retaliation against remaining persons, the implications of re-capture, the unpredictability of the hostage takers' behaviour, and any uncertainty of your status (you may be told you are a detainee and be unaware of hostage demands).

287. TYPES OF HOSTAGE TAKERS

1. There are several types of hostage takers. It is useful to identify them as this can provide information as to the reasons behind hostage-taking incidents. The types of hostage takers (and why they may have taken hostages) are:

a. Military and paramilitary personnel (to prevent being targeted).

b. Terrorists (to right a perceived wrong).

c. Criminals (usually for money).

d. The mentally ill (may include the above types).

e. The emotionally distraught (in response to a personal crisis or domestic dispute).

288. TYPES OF HOSTAGE SITUATIONS

1. **Barricade**. In this situation people are held with the hostage takers in a building, plane, train or other clearly identified location. The lives of the hostages are bartered for demands. This is the favoured action for terrorists seeking publicity. However, barricade situations are highly charged

because the terrorists themselves, usually being surrounded by the police and military, are in a sense captive as well.

2. **Containment**. This is an increasingly common experience for peacekeepers. It refers to situations where a building, camp, or a group such as a convoy of vehicles, is surrounded and restrained by a larger force that has control of the local area. Violence is averted as long as the group held "hostage" remains stationary. There is no direct control over the hostages, but rather a zone of containment.

3. **Human Shields**. This is often used by ruthless or desperate military and paramilitary personnel. It involves the deliberate placement of captured people (soldiers or civilians) at sites or on equipment in order to deter targeting or attack.

4. **Kidnapping**. This is where people are captured, taken to a secret location and kept for ransom or political leverage. The motive for terrorists to use this method of hostage-taking is usually to obtain the release of political prisoners or imprisoned terrorists. The majority of hostage situations are kidnappings but they generally involve only one or a few people at a time.

289. STAGES OF HOSTAGE SITUATIONS

1. The following are the typical stages associated with a hostage-taking incident:

a. Planning and surveillance.

b. Attack (the taking or restraining of hostages).

c. Movement (normally only in a kidnapping situation).

d. Captivity (the main focus of this section).

e. Rescue or release.

290. CAPTOR'S BEHAVIOUR TOWARDS THEIR HOSTAGES

1. Although there is great variability in the experiences of hostages, the behaviours below should be expected from captors:

a. Physical restraint and sensory deprivation (chains and blindfolds).

b. Mental cruelty.

c. Interrogations.

d. Indoctrination/brainwashing (often associated with enforced sleep loss).

e. Verbal abuse and humiliation (such as being stripped naked).

f. Threats of injury and death.

g. Physical, perhaps sexual, abuse.

291. STAGES OF ADAPTATION TO CAPTIVITY

1. Six broad stages of reaction and adaptation to being held hostage have been identified:

a. **Startle/Panic (First Seconds to Minutes)**. Hostage situations are not usually anticipated, and are life-threatening; posing an abrupt transition that is difficult to quickly assimilate. Typical initial reactions are a desire to flee, uncontrollable trembling and confused thinking.

b. **Disbelief (First Minutes to Hours)**. Common thoughts are: "This can't be happening" and "We'll be rescued shortly."

c. **Hyper-vigilance and Anxiety (First Hours to Days)**. This refers to the state of being extremely wary and alert to minute details. It is often accompanied by startled reactions to noise or sudden movement and a tendency to think the worst of the situation.

d. **Resistance/Compliance (First Days to Weeks)**. Captive behaviour is highly variable across individuals. Some resist all coercive attempts while others cannot cope with relatively minor pressure.

e. **Depression and Despair (First Weeks to Months)**. Loss of freedom, boredom, isolation, cruel treatment and lack of contact with the outside world usually combine to cause depression and passivity in even the hardiest person.

f. **Gradual Acceptance (First Months to Years)**. The final stage of adaptation (not reached by many captives due to relatively short periods of detention) is where the captive decides to gain some control of his/her life, making constructive use of the time and limited resources available.

292. STRESS REACTIONS IN CAPTIVITY

1. The type, intensity and duration of reactions to being taken and held hostage vary dramatically across individuals. Many such reactions should be considered understandable responses to what is a most unusual and stressful situation. The most important thing to attempt to do is to bring your initial reactions under control as soon as possible. It is often said that the first 45 minutes of a hostage situation are the most dangerous because both captors and captives are highly stressed and prone to impulsive behaviour. The more quickly you can gain your composure the more sensibly you can respond to the situation.

2. **Initial Phase**. The first moments after capture are usually characterized by shock, disbelief, denial, confusion, a sense of unreality and fear.

3. **Intermediate Phase**. Common reactions during the first hours and days after capture are emotional numbness, apathy, social withdrawal, scape-goating, complaining, bickering, irritability, hysteria, crying, generalized anxiety, anger, protective behaviours toward female and child hostages, extreme talkativeness and reflection upon one’s life.

4. **Long-term Phase**. If captivity extends more than a week, the following may occur: depression, fatalistic thinking, deliberate self-injury, sleep disturbance, vivid dreams, mental confusion, ritualistic behaviours, loss of emotional control, and general ill-health that may be partly stress-induced (e.g. asthma, diarrhoea, skin disorders, stomach complaints, and aches and pains).

293. THE "STOCKHOLM SYNDROME"

1. This overused term refers to the positive relationship that can develop between captor and hostage. It has been frequently observed that some hostages begin to perceive their captors as protectors and believe that the actions of government officials, police and family unjustly jeopardize the safety of the hostages. Or hostages may come to identify strongly with the political cause of terrorist hostage-takers. Fortunately, the syndrome can be a two-way phenomenon. Captors may begin to develop an interest in, or concern for, their hostages (in some cases even feelings of friendship). Some hostages have used this to their advantage to elicit sympathy, erode captor resolve, and gain a variety of concessions—even freedom—from their captors.

294. SURVIVING A HOSTAGE SITUATION

1. Surviving a hostage situation remains, to a considerable degree, a matter of chance. However, hostages can maximize their chances of survival and minimize their suffering by managing themselves, their time and their environment in certain ways. Advice drawn from previous hostages and experts in the field is outlined below—these are not strict rules that must be followed rigidly but rather general guidelines. There will always be exceptions.

a. **Re-gain and Maintain Composure**. Attempt to gain control over your panic reactions upon capture as soon as possible. Try to be calm and clear-headed at all times. Without jeopardizing your own safety, try to calm any other hostages who are not coping. Hysterical hostages who draw attention to themselves are troublesome for the captors to manage, which may provoke them.

b. **Maintain a Low-key, Unprovocative Posture**. Overt resistance is usually counterproductive in a hostage situation. It is safest to control impulsive behaviour, remain calm and follow instructions. In the early, edgy stages of captivity, be aware that even eye contact may be regarded as a challenge to the captor's domination. Studies show that military personnel in uniform and others who present a threatening manner to captors are the most likely to be killed or injured. In most instances where hostages have been killed, the hostage had antagonized the terrorist.

c. **Get Captors to Recognize You as a Human Being**. Hostages are generally considered by their captors as expendable objects. You should attempt to show them your humanity so they begin to identify you as a person. To achieve this you must foster communication on non-threatening topics. Talk about family and interests, but avoid political, religious and other sensitive issues.

d. **Follow the Rules Set by the Captors**. Unless you have clear reasons for not doing so, such as the violation of your personal dignity or for security reasons, it is wise to consent to demands made by your captors. Many observers believe that overt resistance is counterproductive in hostage situations. Be aware that some captors will play games with you by varying the rules in order to deliberately "catch you out." There may be rules (such as no communication with other hostages) that you may want to thwart and be willing to pay the price for if detected. Be careful; balance the likely payoffs of your behaviour with the possible consequences.

e. **Say as Little as Possible if Questioned**. It is always wise to give only short answers to questions. Also avoid making suggestions.

f. **Win Your Captors' Respect**. Be stoic, that is, maintain an outward face of acceptance of adversity with dignity. Live your values rather than discuss them. Avoid open displays of cowardice and fear. Learn what behaviour your captors value and regard as "honourable," and make use of this information in your dealings with them. (Captors from some cultures are often astounded by Westerners kneeling in prayer as they often believe they are all “infidels” without any religious faith.)

g. **Set Goals**. Be determined to survive until a certain date (such as a family anniversary), but be prepared to reset these dates if your captivity is prolonged. Note that the longer a hostage situation lasts the safer you are. Plan on a long captivity as this helps stave off disappointment and depression.

h. **Maintain Control of Your Environment**. This strategy reduces stress by enhancing self-esteem and reducing feelings of hopelessness and helplessness. One hostage always kept a small amount of his food to offer to any captors who came to his cell. In this way he transformed his apparent situation of powerless imprisonment into one of welcoming “visitors” to his “home.” Sharing food with any fellow hostages can also pay important dividends such as bringing you out of yourself and creating much-needed bonds of friendship.

i. **Keep Your Mind Active**. Take in and store as much detail as possible about your captors’ habits and characteristics, your surroundings, etc. This will also have the effect of diminishing the fear of the unknown as you begin to recognize patterns in behaviours and procedures. Develop mind games to stimulate your thinking (e.g. try to remember the plots of movies you have seen or passages from books read). The possibilities are only limited by your creative ability.

j. **Attempt to Understand Your Captors**. Be sensitive to, and learn about, the culture of your captors. Many guards may have limited intelligence and minimal skills in your language. Do not make assumptions about their general knowledge. During extended captivity it is common for captors to engage you in games such as cards. It may be wise to be a subtle loser most of the time; outdoing your captors may not be in your best interests.

k. **Eat and Exercise as Much as Possible**. This will have the dual effect of maintaining general body conditioning and counteracting the physical effects of stress and confinement. Adapt to self-imposed restrictions—it is amazing how some hostages have continued to exercise despite being bound and blindfolded.

l. **Maintain Hope**. Believe in something that is strongly meaningful to you, whether it is family, God, country or an ideal. Religion commonly becomes more prominent in the thoughts of hostages. One military member held hostage in Tehran was strongly motivated by the need to win the respect of his father (a retired Senior NCM): “I had to come back and look my father in the eye. That thought helped me make sure that things I did would be acceptable to him.”

m. **Actively Use Stress Management Techniques**. Most of us know the theory and several methods of managing stress, but we may rarely, if ever, put them into practice. Physical relaxation techniques can reduce stress levels and can be very useful as a method to manage pain (if required). Relaxation can also assist in coping with feelings such as claustrophobia caused by physical restraints. Practise other stress management techniques such as positive self-talk, developing a daily routine, accepting negative emotions and keeping a diary, secretly if need be (one hostage used a pin to poke holes above letters in a bible to record his thoughts, smoothing them down to avoid detection).

n. **Accept Your Behaviour During Captivity**. Avoid dwelling on feelings of weakness or guilt about your behaviour during captivity. You have been placed in an extraordinary situation with little or no warning or preparation. You are likely to be under extreme stress. You may regret making statements while under duress or stress, sought or used by your captors for political purposes. The world accepts statements made under coercion and stress as simply that.

o. **Be Tolerant of Fellow Hostages**. Just as each person has different reactions to stress, each person will have different methods of coping as a hostage. Some methods are not effective and may endanger the group. You may need to help these people cope in other ways. Methods that may be effective for one person may be very annoying to other hostages (e.g. constant talking). Be tolerant; and be aware that there is a tendency to vent frustrations on fellow hostages as it is too risky to do so against the real cause of your frustration—your captors. Do not regard incidents of emotional breakdown in others as weakness; everybody has a breaking point.

p. **Overview**. Each individual has different preferences for coping with stressful events. Sometimes we revert to habitual ways of coping when there are better options available. By being acquainted with a range of options (as outlined above) you will have a better chance of quickly finding those that work for you in a dynamic hostage situation. Effective, adaptive coping techniques will enhance both your chances of surviving and your psychological adjustment during captivity, which, in turn, should minimize the after-effects of being held hostage. These guidelines also allow hostages to survive with their integrity, dignity and self-respect intact.

295. ACTIONS DURING A RESCUE OR RELEASE

1. If you are being held hostage and a rescue mission is attempting to release you, do the following during the execution of the attempted rescue:

a. Drop flat so that the rescue team can fire freely at the hostage takers.

b. Do not move. Movement draws attention and this might encourage someone to shoot you.

c. Do not attempt to help. Let the rescue team do its job. You may be mistaken for a hostage taker.

d. Do not panic. Most rescues are over in seconds with a successful result.

e. Do not say anything or resist. You may be mistaken as a hostage taker until the rescuers can confirm you are a victim. Only identify yourself if you are asked directly and if it is safe to reply.

296. POST-RESCUE/RELEASE

1. Re-entering the real world can be as much a shock as leaving it. Upon release, hostages generally transfer in a matter of hours from conditions of isolation, deprivation and powerlessness to celebrity status, prosperity, sensory overload and freedom. Although these changes sound appealing, the transition is often accompanied by significant adjustment difficulties.

2. **Comments to the Media**. Try to avoid media exposure immediately after release. Until you have been properly debriefed, avoid talking about your ordeal as you may unintentionally create difficulties for any hostages remaining in captivity. Similarly, due to the possibility of the Stockholm Syndrome influencing your thinking, avoid comments about your captors. Instead, pose for photos and focus any remarks on the joy of freedom and your eagerness to see loved ones.

3. **Debriefing**. It is crucial that all hostages are thoroughly psychologically debriefed about their ordeal immediately upon release. Irrespective of the length of captivity, there are numerous issues that should be addressed to set the released hostage on the proper road to recovery. Psychological debriefing programs are well established in most Western countries. Depending upon the duration and hardship of

captivity, these debriefing programs can last from several hours to two or three weeks.

4. The objectives of debriefing are numerous. Fundamentally, debriefing demonstrates care and concern (something probably lacking during the hostage experience). Most importantly, debriefing assists released hostages to deal with any psychological consequences of their hostage experience (e.g. guilt, confusion, fears, loss of self-respect). It provides people the opportunity to freely discuss feelings, opinions and experiences related to their captivity and new-found freedom. Debriefing informs released hostages of the typical problems that can arise when returning to family, job and society after captivity. It also identifies any personnel in need of further support.

5. **Recovery**. Released hostages need time to rest and recuperate from the physical and mental hardships or deprivations most suffer. Generally, how well hostages cope with their recovery depends upon the duration and harshness of their captivity. However, there are always exceptions due to differences in character. Some released hostages claim they are unaffected by their experience while others admit to significant, long-standing personal changes and concerns. Sometimes the joys of release and a need to appear to be coping can mask serious readjustment difficulties. These problems may surface and become apparent after a period of struggling to cope. Unfortunately, “denied” problems can become more severe than problems faced early on after release.

6. **Post-release Stress Reactions**. Stress reactions to the experiences of captivity can continue long after release. Sometimes stress reactions are delayed and do not occur for days, weeks or months. Often those afflicted by such delayed reactions do not realize that the hostage experience is the cause of their disturbance. Stress symptoms can include:

a. Insomnia and nightmares.

b. Intrusive thoughts, distortions of time and space, and flashbacks (a sense of reliving parts of the experience).

c. Chronic fatigue.

d. Headaches, skin disorders, high blood pressure, diarrhoea, back trouble and other health problems.

e. Sexual and social inhibitions.

f. Depression, helplessness, generalized anxiety, guilt and other emotional responses.

g. Memory problems.

h. Fears of retribution from the terrorists or their associates, and intense fears triggered by reminders of the hostage experience (such as a person’s accent or a dark room).

7. Such feelings are understandable reactions to a very unusual and stressful event. These stress reactions are not uncommon and can often be remedied or reduced with assistance from mental health professionals with experience in post-trauma stress reactions. It is important that help is sought early so that normal functioning can be restored as quickly as possible.

8. **When to Seek Help with Post-release Stress**. People may need extra help in getting over the experiences of being held hostage or in adjusting to work and family life following homecoming. If the difficulties listed below apply, you should consider seeking formal assistance. Family and friends are often better judges than the released hostage of how much the experience has affected them. Show them this list and heed their advice as to whether you would benefit from assistance. You require help:

a. If you cannot handle intense feelings or physical sensations.

b. If you feel your emotions are not returning to normal.

c. If you have chronic signs of stress (such as heart problems, general hostility, migraines, alcohol misuse and depression).

d. If you continue to feel numb or empty and have inappropriate feelings, such as a desire to avoid intimacy with your loved ones.

e. If you cannot confront your thoughts and/or feelings (e.g. you keep extremely busy in order to avoid them).

f. If you continue to have disturbed sleep or nightmares.

g. If you have no person or group with whom you can share your thoughts and feelings.

h. If your relationships and work seem to be suffering or changing for the worse.

i. If you are having frequent accidents or are increasing your intake of alcohol or drugs.

j. If your partner or children are showing any of these signs and you wish to discuss the matter.

k. If there are any other changes in emotions or behaviour that is worrying you.

SECTION 10
COMBAT LIFESAVING

297. THE LIFESAVING STEPS

1. The actions that you take immediately after a person becomes a casualty will, to a large extent, determine the degree and speed of recovery. Before you begin administering any first aid you must:

a. Ensure the area is safe for you to enter.

b. Remove the casualty from any danger.

c. Call for medical assistance

2. Then you administer the four lifesaving-steps as follows:

a. Restore breathing.

b. Stop bleeding.

c. Protect the wound.

d. Treat for shock.

3. These steps are closely related and the importance of each will be governed by the specific situation. In all cases, examine the wounded person to determine the full extent of injuries. This will enable you to apply only those steps necessary to save life.

298. RESTORE BREATHING

1. If they are not breathing, determine whether the casualty has a pulse or heartbeat. If they do, perform artificial respiration as follows:

   a. Clear the airway by:

      (1) Turning the casualty’s head to one side.

      (2) Running your fingers behind the casualty’s lower teeth and over the back of the tongue to scrape out any debris—if the casualty’s tongue is blocking the airway, grasp it between thumb and forefinger and extend it to its natural position by pulling it forward.

      (3) Adjusting the jaw using the head-tilt, chin-lift method.

   b. Administer mouth-to-mouth or mouth-to-nose artificial respiration as follows:

      (1) Position the casualty with his back on the ground and yourself near the head.

      (2) Position the casualty’s head face up and place a rolled combat coat under the upper shoulders to extend the neck.

      (3) Seal the casualty’s airway opening (mouth or nose) that is not being used while inflating the lungs. If you use the mouth, pinch the nose shut or seal it with your cheek while continuing to hold the jaw in a jutting out position. If you have to use their nose because facial injuries prevent use of the mouth, or

you can't get the mouth open, seal the lips by placing your finger lengthways across them.

(4) Take a deep breath and open your mouth wide.

(5) Place your mouth across the casualty's mouth or nose (as appropriate) and press down hard to make an airtight seal.

(6) Focus your eyes on the casualty's chest and blow forcefully into the mouth or nose. A rise of the chest will be observed if air is reaching the lungs.

(7) Remove your mouth allowing the casualty to exhale. Listen for the return of air from the casualty's lungs. If the exhalation is noisy, widen the airway and continue to administer mouth-to-mouth (or nose) respiration repeating the steps as set out in the preceding sub-paragraphs.

(8) Repeat these actions at a rate of once every 5 seconds until the casualty is able to breathe unassisted or until you are relieved.

NOTE

If the casualty's stomach begins to bulge, indicating that some air has entered the stomach, expel the air by gently pushing on the stomach.

299. STOP THE BLEEDING / PROTECT THE WOUND

1. Uncontrolled bleeding causes shock and eventually death. The use of a direct pressure dressing is the preferred method to control bleeding in an emergency situation.

2. Exerting force on the relevant body pressure point will also control bleeding as long as the casualty or you can continue to apply pressure.

3. An amputated limb caused by an explosion will likely require the application of a tourniquet before a pressure dressing is used as arteries will be cut, the wound will be jagged and the loss of blood will be severe. It is important to ensure that amputated parts accompany the casualty to the aid station.

4. The application of a sterile dressing (i.e., a field dressing) and applying pressure to a bleeding wound helps clot formation, compresses open blood vessels and prevents germs from further invading the wound.

2100. SIGNS AND SYMPTOMS OF BLEEDING

1. A casualty with severe bleeding normally has the following signs and symptoms:

a. The skin appears pale and may be cold and clammy to the touch.

b. Pulse is rapid and weak.

c. Nausea and thirst.

d. Breathing is shallow and rapid.

e. Shivering.

f. Confusion.

g. The casualty may vomit blood if bleeding occurs inside the stomach area.

h. The casualty may have difficulty breathing if bleeding occurs inside the thoracic area (wound to the chest).

i. Dependent upon blood loss, shock can occur slowly or rapidly.

2101. ACTION FOR WOUNDS WITH SEVERE BLEEDING

1. The general rule for bleeding can be summed up with three letters: P.E.R., Pressure—Elevation—Rest. The actions required to stem bleeding are:

a. Apply direct pressure on the wound with a field dressing.

b. If possible, elevate the wounded limb.

c. Eliminate physical movement, lie the casualty down, and provide heat and assurance.

d. The aim in using dressings is not to soak up blood with dressings: it is to STOP the bleeding. Bleeding should be controlled before the wound is dressed, if time permits. Do not be fooled by term “pressure dressing” as it only applies minimal broad pressure and may restrict venous return in the extremity.

e. DO NOT place dressings over soaked-through dressings: this will NOT control the bleeding. If dressings are becoming soaked, they should be removed; the location of the bleeding should be determined and direct pressure from a couple of fingers should be used to control the bleeding.

f. If any of the dressings are adhering to the wound (which they won’t do if the bleeding is soaking through), then leave it in place so as not to disturb any clotting which has occurred.

g. If the bleeding does not stop and you are faced with an amputation or arterial bleeding of an extremity, apply pressure to the nearest related body pressure point.

h. Indirect pressure may be useful in some circumstances. “Indirect pressure” is pressure applied to an artery at the location where it travels near a bone. By applying pressure, the blood flow is reduced or halted, allowing for temporary control of hemorrhage in those instances when direct pressure is not effective or possible. The diagram on next page illustrates points for controlling bleeding through indirect pressure points.

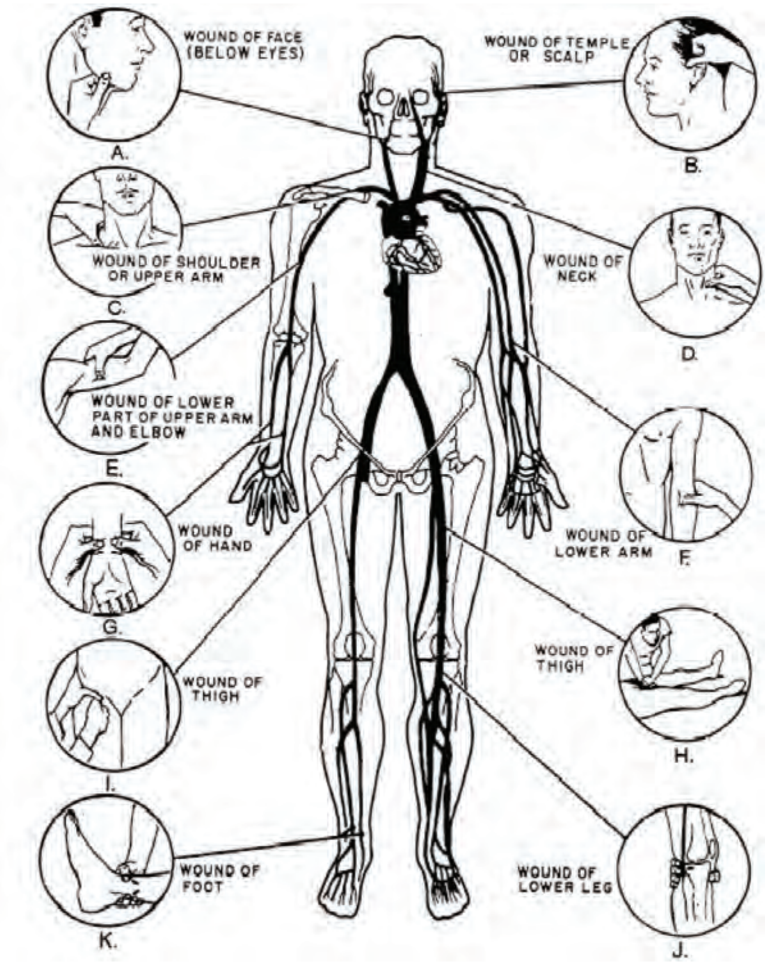


Figure 2-3: Pressure Points for Control of Bleeding

2. If the wound continues to bleed, apply a tourniquet in the following manner:

a. Fasten a cloth bandage (e.g. scarf, etc.) approximately 7–10 cm in width 10 cm above the wound.

b. Wrap the bandage twice around the limb. Insert padding under the first knot to prevent damage to the skin when pressure is applied. Ensure that any clothing at the tourniquet site is smoothed out.

c. Insert a small piece of wood, or a bayonet case, and tie a second knot.

d. Turn the piece of wood in order to tighten the tourniquet. The pressure should be high enough so that no pulse can be felt or bleeding stops, whichever comes first.

e. Immobilize the piece of wood with another bandage or a belt.

f. On the forehead of the casualty, or on a piece of paper attached to the casualty, indicate the exact time of application of the tourniquet (i.e., T/16:20)

g. The tourniquet must be visible at all times.

h. Loosen the tourniquet only in the presence of medical personnel or when it has been applied for more than one hour.

i. If heavy bleeding persists after a few minutes, tighten the tourniquet again for another hour.

NOTE

Care of fractures with protruding bone is also administered using these actions.

3. Shock is likely to set in with severe bleeding. To prevent shock:

a. Cover the casualty and ensure that they are kept warm against the effects of cold and wet ground.

b. Slightly elevate lower limbs by using a rolled up jacket, a log, a pouch, etc.

c. Monitor the casualty by periodically evaluating their vital signs, airway, breathing rate and circulation.

2102. WOUNDS WITH IMBEDDED OBJECTS

1. The actions required for this type of wound are:

   a. Leave the foreign object in place; do not attempt to remove it.

   b. Control bleeding by maintaining pressure around the foreign object with a dressing or clean cloth, making sure you do not move it.

   c. Immobilize the foreign object by:

      (1) Applying a ring pad(s).

      (2) Without putting pressure on the object, keep the pad(s) in place with a narrow bandage(s).

2103. WOUNDS AND BLEEDING OF THE ABDOMEN

1. The actions required for this type of wound are:

   a. Lie the casualty down, face up, with legs and knees slightly flexed.

   b. Loosen clothing at the waist.

   c. If organs do not protrude, apply a dressing to the wound and bandage firmly.

   d. If internal organs are visible (bowels), cover them with a damp shell dressing without applying pressure.

CAUTION

Do not try to replace organs protruding from a wound.

e. If improvised dressings are required, use pieces of clothing or any other clean material.

f. Prevent shock.

g. Do not give any liquids by mouth.

h. Get the casualty evacuated on a priority basis.

2104. WOUNDS AND BLEEDING OF THE CHEST

1. Signs and symptoms:

a. Breathing is painful and laboured.

b. Patient displays signs of anxiety.

c. Blood flowing from the wound with each breath, accompanied by small bubbles.

d. Coughing up blood.

e. Rapid loss of consciousness.

2. The first priority is to ensure adequate breathing. Maintain an open airway and be prepared to give artificial respiration if breathing stops. Subsequently, carry out the following:

a. Uncover the wound.

b. Immediately place the envelope of a field dressing on the wound with the inside of the cover facing the wound.

c. Fasten the field dressing over the cover, securing it on three sides, open at the bottom so that it will act as a valve, letting air out while exhaling and blocking air while inhaling.

d. Immobilize the arm on the wounded side with a bandage.

e. Keep the casualty lying down on his back, shoulders slightly elevated and slanted toward the injured side.

f. Prepare for immediate evacuation.

2105. AMPUTATION

1. Signs and symptoms:
   a. The limb is partially or completely amputated.
   b. Bleeding may be severe.
   c. Signs of shock can appear rapidly.

2. Subsequent actions required to care for the casualty are:
   a. Apply the principles of P.E.R.
   b. If amputation is complete, recover the amputated segment, wrap it in a clean cloth and insert it in the envelope of a field dressing.
   c. If the amputated portion is bigger, use a raincoat or any other material that is waterproof.
   d. Keep the amputated segment in a cool environment if possible (use ice if available).
   e. Ensure the amputated segment accompanies the casualty.

CAUTION

Do not complete a partial amputation. Do not freeze the amputated part.

2106. CONCUSSION WOUND FROM EXPLOSIONS

1. The actions required for this type of wound are:
   a. Make the casualty as comfortable as possible.
   b. Evaluate the casualty’s Airway—Breathing—Circulation (ABC), and treat for shock.
   c. Prepare the casualty for immediate evacuation.

2107. CARE IN THE PRESENCE OF CBRN AGENTS

1. Treatment of wounds in a toxic environment requires special considerations:

a. Ensure that you are fully protected with mask and gloves and that your mask is functioning.

b. Do not begin an examination or treatment until the casualty is masked, the mask is functioning and, if necessary, the antidote has been administered.

c. Do not expose a wound in the presence of a chemical agent. Apply dressings over protective clothing. Try to repair a breach in the mask, hood or protective clothing with tape.

d. Squat down to administer first aid. Do not kneel as the ground may be contaminated.

e. Decontaminate exposed skin but do not decontaminate the wound itself.

2108. SEVERE BURNS

1. The actions required to treat burns are as follows:

   a. Assess breathing. If absent, start immediate mouth-to-mouth resuscitation.

   b. Remove rings or watch if those regions are affected.

   c. Remove any burned clothing still covering the burn area, but only if it does not stick to the skin.

   d. Cover the burned portion with a clean, dry dressing large enough to cover the entire area.

   e. Prevent shock.

   f. If the casualty is conscious, give a small amount of fluid by mouth.

   g. Prepare the casualty for immediate evacuation.

CAUTION

Do not use wool or cotton dressings—their fibres stick to burns. The dressing must not be too tight as it will worsen the injury. Do not apply any creams, ointment or other fatty substance (butter) to the burned area. Do not apply ice. Do not rupture blisters.

2109. SYMPTOMS AND TREATMENT OF SHOCK

1. Shock may result from any type of injury. The more severe the injury, the more likely shock will develop. The early signs of shock are restlessness, thirst, paleness of skin and a rapid heartbeat. A casualty in shock may be excited or calm and appear very tired. The casualty may be sweating even when the skin feels cool and clammy. As shock worsens, the casualty breathes in small, rapid breaths or gasps, even when the airway is clear. The casualty may stare vacantly into space and the skin may have a blotchy or bluish appearance, especially around the lips. Treat signs of shock as follows:

a. Maintain adequate respiration. To do this you may need to do nothing more than clear the upper airway. Position the casualty to ensure adequate drainage of any fluid obstructing the airway and observe to ensure that the airway remains unobstructed.

b. Control bleeding by applying pressure to the pertinent pressure point, applying pressure bandages or elevating the affected limb. Apply a tourniquet only if absolutely necessary.

c. Loosen constrictive clothing that tends to bind the casualty at the neck, waist and other areas (such as brassieres for females). Loosen, but do not remove, shoes.

d. Take charge of the situation and reassure the casualty. Show the casualty by your calm, self-confident and gentle yet firm manner that you know what you are doing. Initiate conversation and continue to reassure the casualty. The casualty will always presume the worst. Your reassurance and continued positive conversation may save a life. Avoid talking about severe injuries. Remember, ill-timed or erroneous information can increase anxiety and advance the effects of shock.

2110. HOT EXPOSURE AND RISKS

1. Problems in hot weather:

   a. **Heat Stress**. The body cannot regulate its temperature; extra water is lost through sweating, including dry sweating (in extreme heat the skin appears dry as the sweat is evaporating).

   b. Heat injuries include:

      (1) Heat rash on clothed areas (can be avoided through good hygiene).

      (2) Sunburn that impairs heat loss and may have long-term hazards.

      (3) Heat cramps due to excessive salt and water loss. This usually occurs prior to acclimatization and is countered through hydration and proper nutrition.

      (4) **Heat Exhaustion**. Symptoms of heat exhaustion include fatigue, nausea, dizziness, fainting, vomiting, disorientation, irritability and elevated temperature. Ensure proper work rest cycles and hydration.

      (5) Heat stroke has the symptoms of heat exhaustion, but the disorientation and elevated body heat is more severe and can be fatal.

2. Countermeasures:

   a. **Hydration and Nutrition**. Maintain adequate water consumption. Recognize that treated water is less appealing and therefore less than required will be consumed. Water consumption needs do not reduce once you are acclimatized. Carry water at all times; it is a priority item in extreme heat climates. Monitor your hydration level by checking for light urine and frequent urination.

b. **Acclimatization**. Acclimatization to significant heat can take up to fourteen days. Acclimatization is gained through two hours a day of light exercise that increases in intensity each day. Maintain physical fitness.

c. **Work Rest Cycles**. Perform heavy work (including physical training) in early morning or cool evening. Alternate work and rest. Find or create shade. Avoid body contact with the surface of the ground as ground heated by the sun is much hotter than the air temperature. Digging a shallow scrape for resting will reduce **ground temperature significantly.**

d. **Sunscreen and Head Covering**. Always use sunscreen with a high SPF factor (sun protection factor [SPF] 30 or more; fair skinned members should use SPF 60) even when already tanned. Head coverings provide critical protection from sun and heat.

2111. COLD EXPOSURE AND INJURIES

1. The probability of cold injuries increases when you are exposed to unfavourable climatic conditions, subjected to conditions that promote boredom and loneliness, when diet and rest are inadequate or interrupted, and/or when fear, stress (injuries or pain) are factors. The cold is an enemy that can be controlled through planning and a systematic heads-up approach. It’s a fact—most cold injuries can be avoided! Simply follow these basic rules:

a. Always wear environmental clothing in accordance with the instructions issued with them.

b. Eat all components of the rations as intended, including supplements, when issued for cold-weather operations. Attempt to eat smaller meals more often and drink plenty of hot beverages.

c. Do not consume alcohol. It gives you an initial warm rush but when its effects wear off you'll be even colder than before.

d. Do not physically exert yourself to the point of perspiration. It will freeze on you and in your clothing once you relax.

e. Wash daily, cleaning as much of your body as the situation will allow. If you can't get hot water, rub yourself down with snow.

f. Change your socks and underwear as often as possible—two or three times a day if you can. Let the old socks freeze, then crush them and beat the frost out.

g. Get as much rest as you can. Do not sleep fully dressed; use your sleeping bag.

2112. HYPOTHERMIA

1. Prolonged exposure to cold or damp or immersion in cold water can reduce the core temperature (e.g. the temperature of the heart, lungs, brain and vital organs). Should the core temperature fall more than 20 C below normal, the resulting condition is called hypothermia. This condition is progressive and unless immediate steps are taken to arrest it core cooling will continue, leading to unconsciousness and death. Signs and symptoms are as follows:

PROGRESSIVE STAGES OF HYPOTHERMIA			
SIGNS AND SYMPTOMS	**MILD**	**MODERATE**	**SEVERE**
Body core temperature	35°C to 32°C	32°C to 27°C	below 27°C
Pulse	Normal range.	Slow but weak.	Weak, irregular or absent.

PROGRESSIVE STAGES OF HYPOTHERMIA			
SIGNS AND SYMPTOMS	**MILD**	**MODERATE**	**SEVERE**
Respiration	Normal range.	Slow and shallow.	Slow or absent.
Appearance and behaviour	Shivering, slurred speech.	Stumbling, violent shivering.	Shivering stops, unconsciousness.
State of consciousness	Conscious but withdrawn.	Sleepy, confused, irrational.	Unconscious.

2113. TREATMENT OF HYPOTHERMIA

1. Treatment to counter the effects of hypothermia is as follows:

    a. Handle the casualty gently.

    b. Prevent further heat loss.

    c. Slowly dry and warm the casualty.

    d. Take time to assess the ABC.

    e. Evacuate to medical aid.

2114. PREVENTIVE MEDICINE

1. Accidents are the most common cause of death and serious injury overseas. The risk of acquiring a serious disease is relatively small but always possible. Simple precautions can dramatically reduce or eliminate the risks altogether. It is vital that you be aware of the risks, precautions and preventive measures in order to maintain your personal effectiveness and protect your well-being.

2115. KNOW THE ENVIRONMENT OF YOUR PSO REGION

1. You must be aware of the following factors concerning the environment in which you will serve:

    a. **Topography**. Knowledge of the topography includes mountains, deserts, jungles, agricultural areas, plains, waterways and coastal regions, and includes knowledge of the potential for floods, earthquakes, volcanoes, etc. Typically, one can break the PSO area into regions with similar topographical features. However, you should always be prepared for the most severe topography within your area.

b. **Climate**. Climate includes temperature, humidity, rain/snowfall, winds and seasonal variations. Again, you must be prepared for the extremes and the most severe climatic conditions.

c. **Living and Sanitary Conditions**. You need to be familiar with the living and sanitary conditions they may experience, again preparing for the worst. There may be significant numbers of displaced persons, damage to homes and shelters, and degraded or destroyed utilities such as sewage, water, lighting and gas.

d. **Pollution**. You must be aware of pollution problems such as:

(1) Untreated municipal discharges into waterways.

(2) Rivers polluted with industrial contaminants, phenols, petrochemicals and sulphates.

(3) Ground water contaminated with nitrates, chlorides and sulphates, including the intentional contamination of wells and other water sources.

(4) Soil contamination such as PCBs and other industrial and agricultural pollutants.

(5) Air pollution because of the fuels used and industrial waste.

(6) Hazardous conditions as a result of conflict (e.g. depleted uranium munitions).

2116. MOST PREVALENT THREATS TO PSO MEMBERS

1. PSO members should be fully cognizant of the hazards they face and the potential results. This section will not cover all diseases. However, it would be most advantageous for you to be familiar with the diseases common to your region, signs of such diseases, appropriate preventive measures, and actions to take if infected. The following table highlights some of the hazards and the potential results:

HAZARD	RESULT
Violence/combat.	Unpredictable casualties.
Accidents/non-battle injury.	Major source of lost manpower.
Food and water contamination.	Spread of diarrhoea and diseases.
Close contact with people.	Respiratory tract injections; diseases such as tuberculosis, meningitis and hepatitis; sexually transmitted diseases.
Climate and terrain.	Cold and heat illness, trauma.
Ticks and biting insects.	Transmission of serious diseases.
Air and water pollution.	Respiratory diseases, allergies and toxic effects.

2117. KEY PREVENTIVE MEDICINE MEASURES

1. **Deployment Phase**:

a. Maintain a healthy diet and good physical fitness.

b. Establish a “buddy” system for physical and psychological support.

c. Emphasize safety (injuries are very common during early phases).

d. Minimize sleep loss and jet lag.

e. Drink plenty of fluids.

f. Schedule and eat regular meals.

g. Avoid alcohol, caffeine, nicotine and carbonated beverages.

2. **Operational Phase**:

a. Assume that all water, beverages and food from non-military sources are contaminated.

b. Enforce appropriate cold, heat and water discipline SOP.

c. Schedule and eat regular meals.

d. Bathe or shower daily if possible.

e. Defecate only in constructed latrines or designated areas.

f. Enforce use of insect repellent, clothing dip and bug nets.

g. Avoid contact with wild and domestic animals.

h. Remain informed and updated.

i. Conduct regular recreation and stress alleviation debriefings.

j. Emphasize safety at all times.

3. **Immunization**. The first line of defence is proper immunization. Vaccines are available to prevent many diseases. Follow the prescribed CF immunization schedule.

2118. MISSION AREA ACCLIMATIZATION

1. Acclimatization is the process by which an individual adjusts to the conditions of the particular PSO area. In acclimatizing properly, you may avoid the potential effects of sudden change, and hence, remain active and effective instead of becoming a liability. The following are tips on some aspects of acclimatization.

a. **Sun Acclimatization**:

(1) Avoid direct sunlight, particularly at mid-day.

(2) Apply sunscreen with a SPF of 30 or greater.

(3) Apply sunscreen 30 minutes before going out and after excessive sweating or swimming.

(4) Wear sunglasses, a wide-brim hat and other protective clothing.

(5) Check with a doctor to ensure that exposure to the sun will induce no adverse reactions due to medications you may be using.

b. **Heat Acclimatization**:

(1) Wear loose-fitting, breathable (e.g. cotton) clothing.

(2) Drink plenty of fluids.

(3) Avoid alcohol and beverages containing caffeine.

(4) Add extra salt to your diet.

(5) Take it slow. Do not overdo work and exercise until you are acclimatized.

c. **High Altitude Acclimatization**:

(1) Make your ascent gradual, taking breaks at intermediate altitudes.

(2) Drink extra fluids.

(3) Do not overexert yourself.

(4) Avoid sedatives, aspirin, codeine and alcohol.

d. **Cold Acclimatization**:

(1) Wear appropriate protective clothing.

(2) Drink extra fluids.

(3) Do not overexert yourself.

(4) Avoid sedatives, aspirin, codeine and alcohol.

2119. NUTRITION

1. Properly planned and executed dietary practices help maintain and enhance physical performance and morale, and significantly contribute to mission accomplishment. You should be aware of the importance of food and water and how to implement sound nutritional practices. Meals affect motivation and morale. Food intake is almost always higher at scheduled meals compared to unplanned meals. People tend to eat more when they are in a social group for meals. Hot meals improve morale and increase food intake. Thus, if possible, try to schedule at least one hot meal per day.

2120. FOOD AND WATER DISCIPLINE

1. One of the greatest threats to your health is infectious diarrhoea that results from contamination of water and food by bacteria, viruses and parasites. Contamination occurs because of improper water purification; inadequate cooking, handling or storage of food and water; and breakdowns in field sanitation and local public health services. Diarrhoea is the principal symptom but nausea, vomiting, fever and other symptoms are also caused by these conditions. Diarrhoea, especially when vomiting or fever is present, causes dehydration. The most common condition is simple diarrhoea with frequent, watery stools and abdominal cramping for three to five days.

2. Take the following precautions against food and water illness:

a. Drink water or beverages only from approved military water sources. Assume all ice is contaminated.

b. Consume food only from approved military sources. Perishable food must be refrigerated, adequately cooked and served steaming hot.

c. Avoid dairy products, shellfish, uncooked seafood and other raw foods of any kind.

d. Do not eat any peeled fruit that you have not peeled yourself.

e. Follow proper field sanitation procedures for disposal of waste and for the location and maintenance of latrines. All latrines should be at least 100 m—downwind, downstream, downhill—away from mess facilities.

f. Do not add beverage flavourings to bulk water supplies because they block the action of disinfectants.

g. Practise good personal hygiene. Wash your hands to protect yourself and others from infectious diseases. Do not bathe, swim or wash clothes in local water such as rivers and ponds.

2121. PREVENTION OF DIARRHOEA

1. Take the following steps to prevent diarrhoea:

   a. Ensure that all foods are stored and prepared properly.

   b. Be aware that alcohol consumption may make you less cautious, and excessive consumption may itself cause diarrhoea (alcoholic beverages are not a source of water intake).

   c. Avoid any foods which may have been exposed to flies.

   d. Avoid food and drink that has a high risk of being contaminated.

   e. Establish that unknown types of food are safe before consuming them.

   f. Be aware that the organisms which are responsible for disease are not readily apparent.

   g. Be aware that foods that typically cause diarrhoea include shellfish, uncooked vegetables, salads and peeled fruit, rice, milk products, eggs and poultry.

2122. CARE AND FIRST AID FOR DIARRHOEA

1. Individuals with severe, bloody or prolonged diarrhoea (more than three or four days) and/or vomiting should be medically evaluated. Dehydration is a concern with all diseases that result in diarrhoea and vomiting. To prevent dehydration, take the following action:

a. Drink safe, clear fluids to replenish liquid losses.

b. Urinate frequently.

c. Commercial sports drinks are acceptable provided that the bottle is clean and sealed.

d. Pepto Bismol™ may be used for minor bouts of diarrhoea.

e. Seek medical assistance if diarrhoea persists for more than 48 hours and/or if blood or mucus is seen in feces.

2123. RULE OF THUMB

1. If you cannot cook it, boil it or peel it, then forget it!

2124. DISEASES FROM HUMAN CONTACT

1. Respiratory tract infections such as colds, flu, sinusitis and strep throat can be common in local populations as well as among deployed personnel, particularly if living in crowded conditions. Tuberculosis can be a serious health risk near refugee and detention camps. Meningitis (an infection of the lining of the brain) can be spread with direct contact with droplets from the nose and throat of infected persons. It is characterized by the sudden onset of fever, intense headache, nausea and often vomiting, a stiff neck and a rash. Meningitis can rapidly prove fatal. Sexually transmitted diseases (STDs), such as hepatitis B, AIDS, gonorrhoea, syphilis, genital warts and herpes may cause sores, genital discomfort, several types of viruses, liver disease, intestinal problems and other serious long-term medical problems.

2. **Preventive Measures for Diseases from Human Contact**:

a. Minimize crowding in living spaces.

b. Maintain good ventilation.

c. If living with others in close proximity, alternate sleeping positions (head to foot).

d. Abstinence is the best way to avoid STDs. Use of a condom only minimizes the risk; it does not eliminate it.

e. If possible, when exposed to blood or body fluids from casualties, wear gloves, masks, gowns and goggles, and wash hands thoroughly after exposure.

2125. SEXUALLY TRANSMITTED DISEASES

1. STDs, including gonorrhoea, syphilis, genital warts, herpes, hepatitis B infection and infection with the AIDS virus (HIV), could be common. Abstinence is the best way to prevent STDs. A physician should be consulted if genital discomfort, sores (painful or painless), or an unusual discharge develops.

2126. CAUSES OF ACCIDENTS

1. Factors contributing to serious injury as the result of accidents include:

a. Abandonment of safety practices during the early phases of deployment.

b. Poor visibility and depth perception in certain kinds of terrain and weather conditions.

c. Poor roads and no traffic control.

d. Athletic injuries resulting from physical training.

e. Recreation and sports.

f. Improper handling of weapons and ordnance (issued and found).

g. Failure to wear proper protection against operational hazards.

2. Fatigue caused by chronic sleep deprivation and high mission-related stress will compound many of these problems. Since motor vehicle crashes are the primary cause of non-combat fatalities and serious disabilities, special care should be taken to prevent these types of accidents.

3. **Precautions to Avoid Accidents and Non-combat Injuries**:

a. Plan missions and work with safety in mind.

b. Ensure PSO members are trained in the proper use of equipment.

c. Establish systems to identify potential hazards and breakdowns in safety procedures.

d. Follow established safety standards and procedures.

e. Designate safety personnel.

f. Emphasize vehicle safety (e.g. seat belts, speed limits).

g. Avoid physical over-training and minimize aggressiveness in sports.

h. Enforce weapons safety procedures.

i. Enforce ordnance handling and disposal policies.

j. Enforce discipline regarding the collection of battlefield “souvenirs.”

k. Ensure protective equipment (e.g. eye shields, body armour) is available and properly used.

l. Ensure adequate rest and sleep.

m. Proactively manage individual and peer stress.

2127. DISEASES, POISONS AND ILLNESSES FROM PLANTS

1. Plants can be dangerous to your health. For example, plants with thorns can puncture the skin and cause infections. Other plants can cause rashes just by touching the skin. Contact with the smoke from burning plants can also cause skin rashes and damage to the lungs.

2. **Precautions to Avoid Problems with Plants**:

    a. Become educated about dangerous plant species and their potential for causing health problems.

    b. Avoid skin contact with harmful plants.

    c. Use clothing as a protective barrier for the skin.

    d. Clean clothing after contact with dangerous plants. Clothing can be decontaminated by washing with soap and hot water.

    e. Seek medical evaluation if injury or poisoning from plants occurs.

2128. DISEASES FROM ANIMALS

1. Animals can transmit diseases directly or indirectly to PSO members. For example, Hemorrhagic fever with renal syndrome (fever with kidney failure) is transmitted from mice to individuals who breathe infected, dust-like, animal waste particles.

2. **Brucellosis**. Brucellosis (“Q” fever and anthrax) is found in goats, sheep and cattle. Infection may result from consumption of local milk or other dairy products, from breathing dust-like particles from infected animals or their feces, and from direct contact with animal tissues, urine or blood.

3. **Leptospirosis**. Leptospirosis (mud fever) may occur after wading or lying in water or mud infected with the urine of disease-carrying animals (cattle, dogs, horses, pigs, rats and others). These diseases cause headache, fever, chills, sweating and body aches.

4. **Rabies through Bites and Scratches**. Animal bites or scratches must be evaluated by medical personnel. If a PSO member is infected with rabies and does not receive anti-rabies shots they will die.

5. **Precautions to Avoid Diseases from Animals**:

a. Avoid contact with domestic or wild animals. Camp pets should be forbidden, but dogs may be kept for security purposes; if so, the dog must be properly vaccinated and its vaccinations kept current.

b. Avoid contact with meat, hides and animal carcasses. Blood, urine and wastes of animals should be avoided.

c. Do not work or live in sheds, huts, pens or other areas where livestock has been housed or slaughtered.

d. Elevate or cover spouts on water sources to prevent animals from licking or otherwise contaminating them.

2129. DISEASES FROM INSECTS

1. Several species of disease-carrying insects may inhabit the PSO region. Some diseases spread by insects are serious and can be fatal. High-risk periods may be seasonal and high-risk times of day may exist. All biting flies and insects are considered carriers of disease and steps should be taken to control their numbers and prevent biting. Almost all diseases from insects cause severe flu-like symptoms with fever, muscle aches, weakness and headaches. Other signs or symptoms may include rashes, swollen lymph nodes, joint pain, shaking chills, sweats, nausea or vomiting. Therefore, all flu-like symptoms must be treated seriously.

2. **Countermeasures to Insect-borne Diseases**. Prevention of diseases transmitted by biting insects depends upon personal protective measures and area insect control. If used rigorously, the following precautions should provide protection against biting insects:

a. Apply insect repellent and protective skin lotion to exposed skin and to the first three inches of skin covered by the uniform during the months of insect activity. Skin repellent may be effective up to 12 hours, so it should be applied at least twice per day during periods when insects are prevalent.

b. During the months of insect activity, protect clothing with insect clothing dip and reapply it as required. Treating bed netting may be useful in areas where sand flies are numerous since they are small enough to penetrate untreated netting.

c. Before use, shake out clothing, boots and bedding to rid them of insects.

d. Sleep in well-screened areas and keep sleeping surfaces off the ground.

e. Use appropriate coils and insect sprays to kill insects in living areas.

f. Conduct periodic personal and “buddy” checks for ticks and other biting insects, especially when moving cross-country in brush or grass. Ticks are removed from the skin by firmly grasping the head of the tick with a pair of tweezers and removing the tick with a gentle steady pull.

g. Wear and blouse trousers and shirts properly to prevent tick bites. Trouser legs should be tucked inside boots.

h. Avoid contact with wild and domestic animals.

i. Remember measures to control insects include good personal hygiene, proper disposal of garbage and human waste, and covering food and water. Insect breeding areas such as pools of water in old tires, cans, buckets and ditches should be drained.

2130. SNAKES

1. Snakes may have highly toxic venom with effects ranging from severe pain and ulceration of the skin to death. Be aware of the conditions in which snakes thrive and the general areas they inhabit, and avoid them. Note that the information on snakes is very much theatre-specific and each PSO region will be different.

2. **Preventive Measures against Snakes**:

   a. Treat all snakes as poisonous and dangerous.

   b. Avoid snakes as much as possible and be vigilant in areas where they tend to live.

   c. Avoid sleeping on the ground.

   d. Shake out boots, uniforms and bedding before use.

   e. Do not disturb, corner or attack snakes.

   f. Do not attempt to handle snakes, even if they appear dead.

   g. If confronted, keep absolutely still.

   h. Never walk in undergrowth or deep sand without boots and bloused trousers.

   i. Be particularly alert around dwellings as snakes may be in pursuit of rats and mice.

   j. Do not place your hands in holes or crevices.

   k. Seek immediate medical aid if bitten. Apply ice and immobilize the body part involved. Do not apply a tourniquet or attempt to suck the wound.

2131. PRECAUTIONS TO AVOID PROBLEMS IN MOUNTAINOUS ENVIRONMENTS

1. To avoid problems in mountainous environments:

   a. Allow the body to gradually adapt to the thin air to prevent altitude illnesses. This can be done by maintaining a slow rate of ascent or by resting for a day (and a night) at 1500 m before continuing to higher elevations.

b. Limit physical activity, if possible, during the first 24 to 48 hours in the mountains to reduce the risk of getting acute mountain sickness.

c. Take appropriate medications to prevent severe symptoms of altitude illness if susceptible.

d. Plan for decreased physical and mental work capabilities.

e. Maintain adequate hydration in mountains by drinking fluids, but avoid alcoholic beverages.

f. Employ caution and proper techniques to reduce the danger of falling when walking, running or climbing in the mountains.

2132. SIGNS AND SYMPTOMS OF HEAT STRESS

1. How can you tell if you have heat stress?

a. Symptoms are malaise, headache and nausea.

b. Signs are paleness, dry skin, clumsiness and confusion.

2. **Prevention of Heat Stress**:

a. Education in prevention and emergency treatment.

b. Acclimatization, especially for those unaccustomed to hard work in hot weather.

c. Physical fitness.

d. Active measures such as work-rest and water replacement protocols.

2133. PRECAUTIONS TO BE TAKEN IN COLD ENVIRONMENTS

1. Conduct training for cold-weather operations before deployment. Training and education about cold-weather

hazards are essential because soldiers do not acclimatize very well to the cold. Points to consider are:

a. Maintain physical fitness, as high levels of fitness are essential for participation in cold-weather operations.

b. Minimize periods of inactivity in cold conditions.

c. Minimize risk of cold injuries in fighting positions and sentry and observation posts by placing pads, sleeping bags, tree boughs, etc. inside these positions.

d. Maintain adequate food consumption to make up for increased energy requirements in cold weather. Eat “normal” meals with frequent nutritious snacks.

e. Maintain proper hydration to reduce susceptibility to cold injuries. In cold-weather operations you should consume about a litre of water with breakfast, lunch, dinner and before going to sleep at night. An additional litre should be consumed every hour during the workday (more if the work is strenuous enough to cause you to sweat) for at least 6 to 8 litres per day.

f. Monitor hydration status by noting urine colour and frequency of urination. Dark yellow urine and infrequent urination indicate that fluid consumption should be increased.

g. Avoid alcohol and tobacco because of their adverse effects in the cold.

h. Keep hands, feet and skin dry. Change socks at least once a day; more if possible.

i. Keep clothing clean. Dirty clothing loses its insulation value and prevents evaporation of sweat.

j. Wear clothes in layers. Layered clothing allows you to adjust to changes in temperature or physical workload. Wearing layered clothing is especially important for people whose duties require them to move in and out of heated spaces or to periodically undertake vigorous physical activity.

2134. PERSONAL PREVENTIVE MEDICINE KIT

1. You should prepare for your own protection and use a preventive medicine kit. Keep in mind that you must be prepared for the extremes, not the norm, and be prepared to be away from support systems longer than you plan. Some items worthy of consideration are:

a. Insect repellent.

b. Sunscreen.

c. Dental floss.

d. Prescription and other suitable medications (e.g. anti-malarial, motion or altitude sickness, laxative, throat lozenges, etc.).

e. Spare eyeglasses and sunglasses.

f. Disposable latex gloves.

g. Vaseline™ petroleum jelly.

h. Oral thermometer.

i. Condoms.

j. Pepto Bismol™.

k. Baby wipes.

2135. MILITARY OBSERVER FIRST AID KITS

1. When you get your military observer (MilOb) First Aid Kit, which comes in three large bags, the first thing you need to do is take-out all of the equipment and medication and become familiar with every piece. You do not need to carry everything with you at all times. Even though the kit, from a CF medical point of view, is for a professional health care practitioner to use, there will be times where you will have to self-administer first aid. The following should be considered:

a. Make up three separate bags:

(1) A carry-around kit, for everyday use and when on foot patrols. The small pack from the webbing is ideal to carry these contents.

(2) A trauma or emergency kit, to use for emergencies and to be carried during vehicle patrols.

(3) A “pharmacy” kit, kept back in the quarters with all the extra supplies.

b. Take all the medications out of their boxes and label each one with its NATO stock number (NSN) and other applicable information.

c. Make a detailed inventory list of the medications and equipment which are in each bag. Put one copy in the bag and carry one with you. This will save you frustration when looking for an item three months into your tour. If possible, see your Medical Officer (MO) or Medical Assistant (MA) and go over the medications, especially the antibiotics. In your list, make a note of what the medications are for. The kit will have an inventory of all equipment and medication to assist you.

d. If time permits, come up with a cross-referenced list of symptoms to medications. This should be done with an MO or MA.

e. If you are taking prescription medications ensure you know the possible side effects if used in combination with any of the medications in the kit.

f. Make sure that you take vitamins.

g. Make sure that you take hand-sanitizer and carry a small bottle on you at all times.

h. Take a couple of electronic digital thermometers.

i. Take some basic cold medications that you normally use.

j. Buy a couple of first aid sticks and always carry them with you to apply to any small cuts or bites. Infection is your worst enemy.

k. To help you remember to take your malaria pills on your scheduled day, stick them to a calendar so that they will not be forgotten.

l. An indoor/outdoor thermometer is a handy piece of kit to have.

m. Always carry with you latex gloves (in a film canister) and a shell dressing.

2136. FOOD PREPARATION AND STORAGE

1. The following points should be considered for food preparation and storage:

a. Always ensure that whoever is preparing the food is following proper hygiene practices—to Canadian standards! Don't be afraid to set the standard here. If you don't, you and your team could suffer.

b. Ensure that you wash all you fruits and vegetables. PURITABS are the ideal. Follow the package instructions. If you do not have PURITABS, use a water solution with "Javex." Usually the mixture of water to "Javex" is nine parts water to one part bleach.

c. Don't fall into the trap of avoiding the local foods; just be aware of how it is being prepared. Also, don't be foolish and think that just because the locals eat it that it's OK for you to eat. Use common sense. If you do hire a cook, teach them proper food hygiene and storage.

d. If your team site does not hire a cook and you will be preparing food yourselves, learn how to buy food smartly and ensure that your storage area is clean and that your products are properly stored.

e. Disposal of food is important. Ensure that proper food disposal techniques are employed.

f. Bring zip lock baggies in a variety of sizes to help store your food.

g. Don't just eat soups and "Kraft" macaroni. This will be a good time to be a bit adventurous, but again, use common sense.

2137. CONCLUSION

1. The risk of acquiring a serious disease is relatively small but always possible. Simple precautions can dramatically reduce or eliminate the risks altogether. It is vital that you be aware of risks, precautions and preventive measures in order to maintain your personal effectiveness and protect your well-being. Do not put yourself at undue risk through negligence. Become well-informed and take action to protect yourself. Those in command and leadership positions have the additional responsibility to ensure that their subordinates are provided with the information they need and that they are taking appropriate preventive measures.

SECTION 11
STRESS MANAGEMENT

2138. DEFINITIONS

1. **Stress**. Stress is the wear and tear on the body caused by the need to adapt to changes in the physical, social or work environment. It is the physical and psychological process of reacting to and coping with events or situations that place extraordinary pressure upon a human being.

2. **Basic Stress**. Basic or minor stress is experienced by every individual in daily situations that may produce tension, frustration or irritation.

3. **Cumulative Stress**. Cumulative stress is the result of strain that occurs too often (frequency), lasts too long (duration) and is too severe (intensity).

4. **Critical Incident**. A critical incident is an event outside the range of normal experience, which is sudden and unexpected and involves the perception of a threat to life. It disrupts one's sense of control.

5. **Critical Incident Stress**. The unusually strong physical and emotional reactions experienced in the face of a critical incident which can interfere with one's ability to function during or after the event.

6. **Critical Incident Stress Management (CISM)**. Critical incident stress management (CISM) is a process designed to mitigate or reduce the effects of a critical incident. It assists in the recovery of normal people from an abnormal incident by helping to normalize the symptoms. A CISM program is conducted by trained facilitators and professionals who educate individuals and groups on what to expect on the way to recovery.

7. **Traumatic Stress**. Traumatic stress can be stress that accumulates over time; it can also be the result of a single, sudden and violent assault that harms or threatens an individual or someone close, either physically or psychologically.

8. **Post-traumatic Stress Disorder (PTSD)**. Exposure to a critical incident may lead to a more serious condition known as Post-traumatic Stress Disorder (PTSD). PTSD may be compared to a wound that will not heal naturally. An individual with PTSD may, after a period of well-being, experience a delayed onset disorder. This generally can be recognized by persistent re-experiencing of the traumatic event, avoiding association with any stimulus that is a reminder of the trauma, symptoms of exaggerated alertness or caution, and possibly inappropriate, or even violent, reactions to threatening situations.

9. **Stress Management**. The variety of actions used to prepare for, prevent and deal with the possible reactions to stress.

2139. FACTS ABOUT STRESS

1. Keep in mind that:

a. Stress is inherent to survival.

b. Stress is necessary for human development and growth.

c. Stress is initially positive, but too much is unhealthy.

d. Stress can be addictive in certain individuals and infective within a group.

e. Stress is manageable.

f. Too much stress can wear out an individual mentally, emotionally and physically.

2140. THE EMOTIONAL CYCLE OF DEPLOYMENT

1. Be aware that stress is normal and the emotions that bring on stress tend to follow a cycle related to the stages of deployment and time. A typical emotional cycle on deployment might be:

DEPLOYMENT STAGE	EMOTIONAL STAGE	TIMEFRAME
Pre-deployment	Anticipation of loss.	1–6 weeks before departure.
	Detachment and withdrawal.	1–2 weeks before departure.
During deployment	Emotional upheaval.	First 6 weeks.
	Recovery/stabilization.	Variable duration.
	Anticipating homecoming.	Last 6 weeks.
Post-deployment	Renegotiating relationships.	6–12 weeks.
	Getting it all together again.	6 weeks to 6 months.

2141. STRESS REACTIONS AND EFFECTS

1. Being familiar with the signs of stress will assist in preventing or minimizing undesirable effects, and will facilitate subsequent treatment (if necessary) and recovery.

a. **Physical Stress Reactions**. Physical stress reactions may include:

(1) Trembling or tics.

(2) Increased heart rate and blood pressure.

(3) Cold sweats.

(4) Head or stomach aches.

(5) Hyperventilating or difficulty with breathing.

(6) Tightness of neck and back.

(7) Urinary frequency and diarrhoea.

(8) Muscular contractions.

(9) Nausea or vomiting.

b. **Emotional and Psychological Signs and Effects**. Emotional and psychological signs and effects of stress may include:

(1) Anxiety and hyperactivity.

(2) Feeling abandoned.

(3) Depression.

(4) Feeling overwhelmed.

(5) Cynicism or pessimism.

(6) Guilt.

(7) Angry outbursts and senseless arguments.

c. **Effects of Stress on Behaviour**. Typical effects of stress on behaviour are:

(1) Procrastination.

(2) Inability to complete projects.

(3) Sleep disturbances.

(4) Appetite changes.

(5) Increased smoking or drinking.

(6) Accident proneness.

(7) Dangerous driving or careless weapon handling.

(8) Decreased involvement with others.

(9) A tendency to show extreme emotions.

d. **Effects of Stress on Mental Functioning**. Typical effects of stress on mental functioning are:

(1) Memory loss.

(2) Decision-making difficulties.

(3) The confusing of important and trivial issues.

(4) Difficulty concentrating.

(5) Loss of attention span.

e. **Effects of Stress on Lifestyle**. Typical effects of stress on lifestyle are:

(1) Abuse of alcohol and other mind altering substances.

(2) Smoking increase.

(3) Diet change.

(4) Decreased interest in physical fitness.

(5) Poor time management and no time for relaxation.

(6) Perfectionism.

(7) Worry.

(8) Fussiness.

2142. GENERAL STRATEGIES FOR DEALING WITH STRESS

1. **Individual Techniques for Reducing Stress**:

a. Breathing, muscle relaxation and meditation skills.

b. Exercise.

c. Self-talk techniques (self-motivation).

d. Positive imaging techniques.

e. Drawing upon spiritual, moral or ethical resources.

f. Distancing and reassessment.

g. Constructive ventilation of emotions.

2. **Group Techniques for Reducing Stress**:

a. Peer-sharing, support and feedback.

b. Building social networks and unit cohesion.

c. Encouragement and use of humour.

d. Anger control and negotiation skills (e.g. role-playing scenarios).

e. Meaningful physical activities and recreation.

2143. BASIC STRESS

1. **How to Manage Basic Stress**. Most stress can be managed. Determination and self-discipline are keys to finding the source(s) of stress and coping with it before it escalates to an uncontrollable level. As a rule, stress management plans will include learning to do some old tasks differently. Initially, the effects of stress can likely be alleviated by simple, common sense measures. Develop a management and control strategy to help avoid potential stressors. The following guidelines have been found to be effective in stress management strategy development:

a. Identify the sources of stress.

b. Know your personal limitations.

c. Manage time well.

d. Be assertive, but not aggressive.

e. Accept creative challenges.

f. Get enough sleep.

g. Rest or conserve strength.

h. Eat regularly.

i. Control intake of alcohol and tobacco.

j. Make time for relaxation and physical exercise.

k. Develop satisfying friendships and relationships.

l. Have a positive attitude.

m. Develop and maintain a sense of humour.

2144. CRITICAL INCIDENT STRESS

1. The possibility that you will encounter one or more traumatic situations in a conflict zone is high. Critical incident stress may be the result of witnessing an event that is outside the range of normal experience that is sudden and unexpected and involves the perception of a threat to life. One's sense of control is disrupted. Strong physical and emotional reactions occur which could interfere with one's ability to function during or after the event. The trauma is exacerbated because very often you are unable to assist or change the plight of helpless victims. You may become completely overwhelmed after undergoing a critical, traumatic incident. Although the range of emotional reactions to trauma is limited, such reactions will vary from one individual to another. The time it takes for these reactions to appear and their severity depends upon the person's character and vulnerability at the time. The reaction(s) may appear immediately or after a few hours or days, as in the case of acute stress disorder. Or, the reaction(s) may appear after a few months or years, as in the case of PTSD, which will be discussed later.

a. **Symptoms During or Following a Critical Inciden**t. One may experience the following symptoms during or following a critical incident:

(1) Physical, emotional and cognitive deterioration.

(2) Preoccupation with the event.

(3) Startled reaction.

(4) Fluctuation of mood.

(5) Feeling of isolation.

(6) Sleep disturbances.

b. **Delayed Response Characteristics Following a Critical Incident**. Delayed response characteristics following a critical incident may include:

(1) Intrusive images or flashbacks.

(2) Disturbance by smells or odours.

(3) Fear of repetition.

(4) Restlessness, sweating at night and nightmares.

(5) Increased use of alcohol or drugs.

(6) Severe physical, emotional and cognitive symptoms.

2145. HOW TO MANAGE CRITICAL INCIDENT STRESS

1. The first step in dealing with a reaction to a traumatic situation is to identify the cause of the stress and give “first aid” in the form of active listening and showing care and sympathy. One must be calm and patient. To prevent complications, professional help should be sought as soon as possible. You can reduce the impact of the critical incident on yourself and others by:

a. Recognizing the signs of critical incident stress.

b. Maintaining a positive attitude.

c. Trying to control your breathing.

d. Focussing on the immediate task.

e. Staying in contact with others.

f. Eating, drinking and resting.

g. Taking breaks and rotating tasks.

h. Being aware and assuring others that in most cases stress reactions can be countered.

2. **Follow-up to the Critical Incident**:

   a. Soon after the event, talk about it and your own reactions and feelings—what you saw, heard, smelled, sensed, thought and felt.

   b. Practise the stress management techniques you have been taught.

   c. Ensure that you and others participate in a critical incident stress debriefing program, conducted by trained and qualified facilitators.

3. **Critical Incident Stress Management (CISM)**. CISM is a process designed to mitigate or reduce the effects of a critical incident, typically starting with a well-managed debriefing. It aids in the recovery of normal people from an abnormal incident by helping to normalize the symptoms. A CISM program is conducted by trained facilitators and professionals who educate individuals and groups on what to expect on the way to recovery. It is not a therapy session nor is it an operational debriefing; instead, it allows individuals and groups to vent their strong emotions. Typically, there will be several trained and experienced CISM facilitators in units and HQ. Defusing, which entails a group of those involved, directly after the event may be done by a trained peer. This allows personnel to vent and to learn about stress reaction and the support available.

2146. CUMULATIVE STRESS

1. Cumulative stress is the result of strain that occurs too often, lasts too long and is too severe. In these circumstances, distress leads to exhaustion and other manifestations so that a person is unable to cope with the amount of stress being experienced. If cumulative stress is not cared for, it may lead to burnout or flame-out, which may precede other very serious stress disorders.

2. **Burnout**. Ongoing stress may result in burnout or professional and personal exhaustion. A person suffering from burnout will exhibit changed attitudes concerning work, colleagues and victims of an incident. For example, a person suffering from burnout will either avoid work or, more often, will become totally immersed in it, excluding all other aspects of

life. Usually there are signs of depression, loss of self-confidence and/or self-esteem, diffused sadness, guilt and grief.

3. **Flame-out**. The so-called “flame-out” phenomenon may result from the rapid onset of burnout, particularly if periodic rest, proper food and exercise are overlooked or ignored. Usually, this reaction to stress can be treated at once by instructing the person experiencing flame-out to leave the scene temporarily to regain control/composure. Some symptoms of flame-out are:

a. Intense fatigue often associated with exhausting hyper-activity.

b. Feelings of sadness, discouragement, depression, guilt, remorse or hopelessness.

c. Failure to admit to a state of psychological exhaustion and denial of any loss of efficiency. Inability to objectively and accurately assess personal and professional performance.

d. Physical signs of exhaustion may also be experienced (e.g. fatigue, headache, back pain and stomach ulcers).

4. **How to Manage Cumulative Stress**. Since cumulative stress develops over time, at some point it may be difficult to recognize the signs of stress which may become such a part of everyday life that they seem a natural state. The temptation may be to deny that anything is wrong. Thus, it is important to listen when others begin to say “take some time off,” “lighten up,” “don’t work so hard,” etc. Long periods of stress will ultimately affect every part of a person’s life, including health. Whereas basic stress can often be alleviated by active or restful measures, cumulative stress becomes a “habit” which must be broken by making a conscious effort to change the manner in which one reacts to stress and/or its source. This may necessitate changing one’s lifestyle, attitude(s), philosophy and expectations. For example:

a. Take personal responsibility for stress. Only you can accurately identify the areas of stress in your life and do what is necessary to change it or your reaction to it.

b. Accept what cannot be changed—not every stressful situation can be changed.

c. Understand the limits of high expectations and objectives (particularly as a soldier).

d. Avoid overwork—learn to delegate tasks and to leave some things undone until later.

e. Be realistic about goals—one can only accomplish so much within a limited time-frame.

f. Take care of yourself so you can effectively take care of others.

g. Exercise self-discipline in out-of-control situations.

2147. POST-TRAUMATIC STRESS DISORDER (PTSD)

1. If serious symptoms or reactions to stress persist for more than one month, they may lead to a more serious condition known as Post-traumatic Stress Disorder (PTSD). A person experiencing PTSD should seek professional help from a specialist in psychotherapy. An individual with PTSD may, after a period of well-being, experience a delayed onset disorder which generally can be recognized by several criteria:

a. Persistent re-experiencing of the traumatic event.

b. Avoiding association with any stimulus that is a reminder of the trauma.

c. Symptoms of exaggerated alertness or caution and possibly inappropriate, or even violent, reactions to threatening situations.

2. **How to Prevent PTSD**. The following points are important and must be remembered:

a. It is normal to suffer symptoms of extreme stress in the aftermath of a traumatic incident.

b. Do not be critical of yourself or think that you are weak.

c. Do not imagine others will think badly or less of you.

d. Do not suffer in silence; verbalizing emotions helps one to work through the experience and will help prevent more serious effects in the future.

e. Ask for help, for yourself or for someone you know.

f. Talk about the experience immediately with someone trustworthy.

g. Be willing to listen to others who are in distress.

h. Rest.

i. Take time to recover.

j. Accept a protective environment supplied by those who care.

3. **PTSD Treatment**. PTSD occurs in a small minority of people who are exposed to traumatic events that continue to interfere with their working, social and family life long after the traumatic event has ceased. PTSD is a recognized health disorder with specific medical criteria.

4. It is treatable.

5. Professional help must be sought and follow-up must be conducted.

2148. POST-MISSION STRESS MANAGEMENT

1. Not everyone will experience post-deployment stress. You should be aware that it is possible, what the signs of such stress are, and how to cope with it when it occurs. Typical reactions described here may be similar to those encountered during the mission or may be different and entirely unexpected.

2. **Common Symptoms of Post-mission Stress**. The common symptoms of post-mission stress are:

a. Sleep disturbances.

b. Restlessness.

c. Anxiety.

d. Re-experiencing events.

e. Feelings of emptiness.

f. Irritability.

g. Emotional emptiness.

h. Self-reproach and/or feelings of guilt.

i. Aggressiveness and/or hatred.

j. Problems concentrating.

k. Physical complaints.

2149. RECOVERY AND STABILIZATION

1. Understand that post-mission and post-traumatic reactions are normal.

2. Be patient. It takes time to adjust both physically and mentally.

3. Communicate your experiences. Talk about your experience, but keep in mind that others may not share the same interest in your mission experience or lose interest sooner than expected.

4. Make time for recovery. Following stressful experiences, it is natural to require more rest and sleep than usual. This is important for proper recovery and may be more difficult because you have been away from family and loved ones who will also need time and attention now that you are finally home. Recognize that you may need more time alone than usual to process your experiences and impressions as well as for the adaptation to daily life at home.

5. Seek help if necessary. Although it is natural to experience post-traumatic stress, you should know when it is necessary to seek help in the recovery process. If the above reactions last longer than thirty days or become more intense, it may be advisable to seek assistance from a trained professional.

2150. POST-PSO DEFLATION AND RE-INTEGRATION

1. PSO members returning from a mission where they were exposed to traumatic and/or critical incidents must be handled with care. Initially they may not show the signs of stress and may want to return to demanding jobs immediately. This should be discouraged to allow them enough time to wind down and re-integrate into their families, society and the peacetime military bureaucracy. Carefully managed post-PSO deflation and re-integration must be provided to those who have experienced trauma.

2151. COMMAND RESPONSIBILITIES

1. Stress management is a command responsibility that begins with units and HQ in Canada, is carried forward to the PSO theatre and continues after redeployment. This responsibility extends to both individuals and groups. Leaders and commanders at all levels must ensure that their subordinates who have been selected for PSO are fully prepared and adequately cared for.

2. **Leaders' Responsibilities**. Leaders are responsible for the care and welfare of subordinates. This includes:

a. Acting as a role model to prevent stress reaction.

b. Placing the welfare of PSO subordinates before their own welfare.

c. Training subordinates to achieve competence and confidence in their war-fighting and PSO capabilities.

d. Conducting purposeful operational training in theatre.

e. Ensuring that subordinates are mentally and physically fit to withstand the shocks of traumatic situations.

f. Initiating and supporting stress management programs.

g. Providing information to reduce stress.

h. Disseminating mail, news and accurate operational information to subordinates.

i. Providing for their subordinate's welfare, including support to, and contact with, families.

j. Maintaining personal contact with subordinates to detect signs of stress.

k. Creating a spirit to win under stress.

l. Maintaining contact with those who have become casualties and with their friends and families.

SECTION 12
IMPROVISED EXPLOSIVE DEVICE

2152. IMPROVISED EXPLOSIVE DEVISE (IED) THREAT

1. IEDs can be disguised as virtually any object, and can function through a multitude of actions. IEDs are only limited by the bomber's imagination. IEDs are unpredictable and extremely hazardous.

2. Remotely controlled devices allow the bomber the ability to watch and target forces from a distance. New techniques and devices that are more sophisticated are being discovered daily.

3. Main charges can use any available type of explosives, including commercial, military and homemade. Most types of recently encountered IEDs use military ordnance.

4. Vigilance by every soldier is key to minimizing risk.

2153. PRIORITY FOR RESPONSE

Priority	Basis
Immediate	Stops manoeuvre and mission capability, or threatens critical assets vital to the mission.
Indirect	Slows manoeuvre and mission capability, or threatens critical assets important to the mission.

Priority	Basis
Minor	Reduces manoeuvre and mission capability, or threatens non-critical assets of value.
No threat	Has little or no effect on capabilities or assets.

2154. CHARACTERISTICS OF AN IED

1. **IEDs**:

   a. Can be command-detonated by either wire or remote device.

   b. Can be time-delayed to detonate at a precise moment.

   c. Can be a victim operated IED (VOIED).

   d. May be employed:

      (1) Along main supply routes (MSRs) / alternative supply routes (ASRs).

      (2) In buildings.

      (3) In vehicles.

      (4) Along unimproved roads in medians.

      (5) Concealed in non-threatening packaging.

DO NOT APPROACH OR TAMPER WITH SUSPECTED IEDs. CONTACT THE OPERATIONS CENTRE AND REQUEST ASSISTANCE.

2155. COUNTERMEASURES

1. **Countermeasures**:

   a. In areas of high risk, there should be movement and route security patrols along highly traveled MSRs. Treat all movement like a combat operation. Vary the route and never travel as a single vehicle when at all possible.

b. Watch and stay alert. What appears to be abnormal? Know your indicators.

c. Increase your IED knowledge.

d. Employ OPSEC.

e. Assume any manmade object encountered can contain an IED.

f. Do not drive over or step on sandbags, garbage bags, burlap material, boxes or garbage.

g. Assume all IEDs are remotely detonated.

h. Be on guard. Be suspicious of individuals in the area of IEDs.

i. Drive defensively and keep vigilance for the above-mentioned objects. Driving at high speed can pose a greater hazard.

2156. IED/UXO DRILL

1. Remember the five “C”s:

a. **Confirm**—move to a safe location, observe the area and cordon the site.

b. **Contact** the ops centre—immediately contact your ops centre and request supporting explosive ordnance disposal (EOD) assistance. Use an IED/UXO report, or contact report.

c. **Clear**—leave the immediate area. Detonation may be imminent and secondary devices may be present.

d. **Cordon**—establish a perimeter:

(1) 300 m for a small device.

(2) 1000 m for a van-sized threat.

(3) 2000 m for a water truck or semi-trailer-sized threat.

e. **Control**—maintain a visual with binoculars or scopes to ensure no one tampers with the device, and to maintain security. If safe to do so, gather information on the IED.

NOTE

Remain vigilant for secondary devices. False IEDs could be used to draw personnel into the kill zone. If you can see the IED, it can kill you!

CHAPTER 3
NEGOTIATION AND FACILITATION

SECTION 1
INTRODUCTION

301. AIM

1. The aim of this section is to describe negotiation and facilitation principles and procedures for use in a PSO environment.

302. SCOPE

1. This section covers both the basic level of negotiation that might be used by non-commissioned members (NCMs) and junior officers, and the more advanced level, including facilitation, for company commanders, commanding officers and military observers (MilObs), in order to better prepare all CF personnel to perform their duties wherever they are deployed.

303. OVERVIEW

1. Richard Holbrooke, the architect of the Dayton Accord, once said, “A great deal of negotiation is improvisation within the framework of a general goal.”

2. As with all UN or NATO missions the conduct of negotiations with opposing forces, including civilians, is crucial to the success and implementation of peace initiatives, new programmes and the resolution of long standing problems. Traditionally, only certain groups or levels of soldiers tended to be involved in negotiation or facilitation situations. However, it has become more and more common in PSO that soldiers without any previous experience or training in negotiation find themselves in the middle of such a scene. This is particularly true in a sudden, unexpected confrontation situation where action has to be taken immediately without prior preparation.

3. A British peacekeeping manual states that:

Negotiation is a fundamental PSO activity and occurs at all stages and levels. Confrontations may be sudden and unexpected, and negotiation could be required immediately without preparation in situation where life and limb may be at stake.

4. Low-level negotiation is usually impromptu, hasty and without preparation, reacting to the situation on the ground as it arises. The success of these encounters will largely depend upon the personality of the soldiers, their power of reasoning, ability to persuade in a friendly manner, tact, experience and skills as communicators.

5. It is through negotiation that peacekeepers maintain a positive dialogue with the local population and the former warring factions to work together towards the return to a stable environment.

304. DEFINITIONS

1. **Negotiation**. The term negotiation refers to two or more parties conferring with the goal of resolving differences between them. The ultimate aim of negotiation is to reach an agreement satisfactory to all parties.

2. **Negotiator**. A negotiator within a military context or operation is an individual or team that uses the concept of interest-based negotiation to obtain what they desire or are entitled to, while still being forthright and honest. It enables them to be fair while protecting against those who would take advantage of their fairness. The skilled negotiator uses effective back-and-forth communication designed to reach an agreement when both sides have some interests that are shared and others that are opposed.

3. **Interest-based Negotiation (IBN)**. Interest-based negotiation (IBN) is a method to deal with situations using collaborative communication skills while considering the interests of the parties involved. This approach requires the parties to be honest, respectful, and receptive in order to achieve the best outcome possible. This allows the parties to focus on what matters to them and why. The objective is to come up with an outcome that all parties could agree to.

4. **Facilitation**. Facilitation is a structured process where an individual or team assists others in a dispute to negotiate a mutually acceptable agreement.

5. **Facilitator**. The facilitator is an individual or team who leads a structured process to assist others to negotiate a mutually acceptable agreement.

6. **Position**. The position is a solution introduced by a party, which benefits them, but does not take the other party's interests, values and needs into consideration.

7. **Interest**. Interests are the various concerns, goals, hopes and fears that a party holds related to a negotiation issue.

8. **Common Ground**. Common ground refers to the interests, values, beliefs, etc., which are identified as shared areas of agreement.

305. CONTRIBUTION TO PEACE SUPPORT

1. Negotiation and facilitation are diplomatic activities. In general, they are the concern of governments and experienced diplomats because they require a political rather than a military approach. However, in PSO at the point of confrontation, situations will arise where the diplomacy of negotiation, facilitation, conciliation and arbitration will be required at the lower levels of operations. The front-line soldier must then become a diplomat, whatever the rank, operating as follows:

a. Negotiation is a fundamental PSO activity. It occurs at all stages including inception, conduct, termination, and post-termination follow-up. It is through negotiation and communication that opposing forces establish and maintain a dialogue and we work together towards peace.

b. Negotiation is a multi-level activity. Tactical level negotiations can have strategic impacts and vice-versa. Negotiations are often conducted in diplomatic forums at the strategic and operational levels. At the tactical level, the nature of the intervention is often unrehearsed and spontaneous, managing situations as they arise. The success of this diplomacy will depend on your communications skills, powers of reasoning and friendly persuasion, common sense, tact, and experience. When done well, trust will develop and you will normally be accepted as a go-between offering “good-offices” to effect a solution. One negative negotiation can influence all future actions, thus the commander’s intent must be taken into consideration at all times to ensure that all individual efforts enhance the mission.

306. FACILITATION AND NEGOTIATION TECHNIQUES

1. Historically, unless one side can claim total victory, the warring factions tend to fight themselves to a standstill. Then they request the assistance of the UN to broker a peace settlement, or a coalition force such as NATO imposes peace. While this action may have ended the larger conflict, it is not a guarantor of lasting peace. Therefore, at the higher levels, it is essential that positive and lasting communication be restored between the belligerent forces. Usually, there is so much distrust between the belligerents that communication must be assisted by a neutral third party. This higher-level negotiation/facilitation usually occurs at the diplomatic and strategic level.

2. The techniques applied in facilitation are essentially similar to negotiation techniques. Negotiation requires careful consideration of security measures as well as a pre-agreed agenda for the meeting. Even though the procedures described below mention only negotiation, they may be applied equally to facilitation.

307. NEGOTIATION IN PSO

1. Negotiation is a fundamental PSO activity. It occurs at all stages including inception, conduct, termination and post-termination follow-up. It is through negotiation that opposing forces maintain a dialogue and work together towards peace. Often this is a slow, tedious process with many setbacks.

308. APPROACHING NEGOTIATIONS IN A POSITIONAL WAY

1. Many of us approach negotiations in a positional way: we think about the outcome we want and enter negotiations with the intention of convincing the other party to accept it. Meanwhile, the other party probably has their own desired outcomes and enters negotiations with the same intention. We set terms and conditions, we make demands, and when those demands conflict tension builds. Depending on our style we may give up and walk away, push harder, strike a compromise, give in, or try to manipulate the other party into accepting an outcome that favours our position. Figure 3.-1 depicts how one might effectively move from positions to interests.

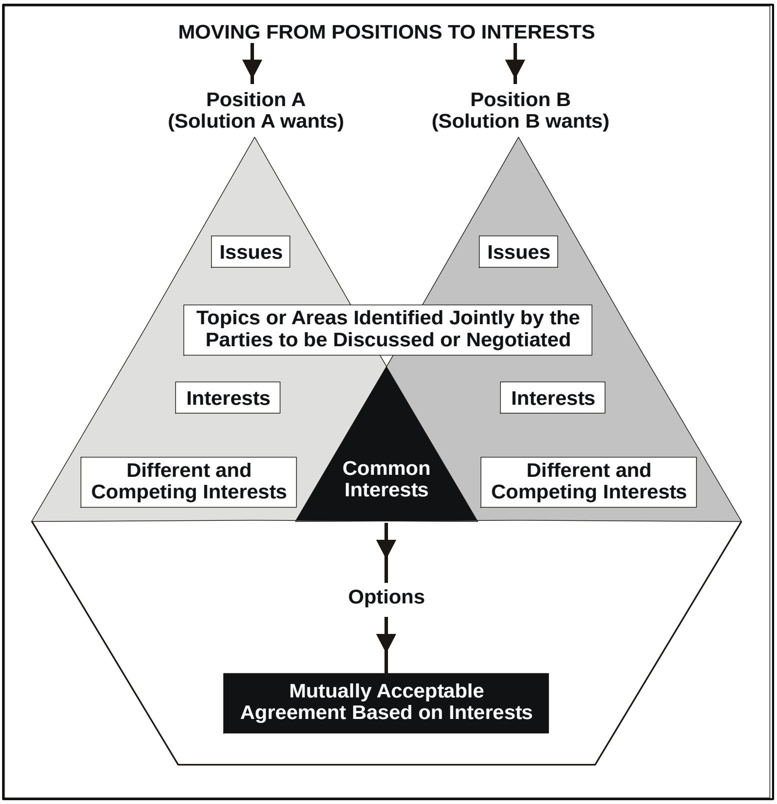


Figure 3-1: Moving from Positions to Interests

2. **Interest-based Negotiation**. In interest-based negotiation we should remember that the positions we take are an expression of our underlying interests. Interests are composed of our fears, hopes, concerns and goals. They are often intangible. Interests can be described by identifying the qualities we are looking for in an outcome. What we are really trying to achieve or avoid is symbolized but also masked by the positions we take.

3. **Positional to Interest-based Negotiation**. Many negotiating books advise negotiators to start with positions and then move to the underlying interests. However, a skilled negotiator attempts to move directly from issue identification to exploration of interests, bypassing and de-emphasizing position-taking altogether. The reasons for this move include the likelihood that position-taking sets the negotiation in a competitive direction, thus creating an adversarial atmosphere wherein opening positions tend to be extreme and unrealistic, not really indicating what the negotiator really hopes to achieve. That being said, it may be impossible during certain PSO to move on to interests without first exploring positions.

4. **Achieving Success**. Interest-based negotiation is based on the idea that interests are a true measure of the negotiators' goals. Finding mutually satisfying outcomes and maintaining positive relationships is desirable, while supporting the mission.

5. Tips on how to Shift from Your Position to Your Interests:

   a. Invite inquiry and speak directly about your interests and the qualities you seek in an outcome before proposing specific solutions.

   b. Be specific about your interests to help the opposing side understand what motivates you.

   c. Present ideas and suggestions rather than absolutes or demands.

   d. Stay open to a range of alternatives to meet your interests.

6. Tips on What to do When the Other Party takes a Position:

a. When they say “no,” ask for their reasoning.

b. Ask what their concerns, goals, hopes or fears are with regard to the issues.

c. Ask what qualities they seek in an outcome.

d. Summarize and focus on their interests.

e. Help them understand why their position does not meet your interests.

f. Integrate your interests and theirs when you speak.

g. Treat the position as one possible option.

309. PHASES OF NEGOTIATION AND FACILITATION

1. Peace support negotiations are carefully coordinated activities that are generally conducted in three phases:

a. **Phase 1**—preparation for negotiation/facilitation.

b. **Phase 2**—conduct of the negotiation/facilitation.

c. **Phase 3**—follow-up of the negotiation/facilitation.

310. PHASE 1—PREPARATION FOR NEGOTIATION/FACILITATION

1. There are three key stages in preparing for negotiation or facilitation:

a. Prior to deployment.

b. Upon arrival in-theatre.

c. Prior to actual negotiation/facilitation.

2. **Prior to Deployment**:

a. Do some research prior to deployment.

b. Learn the history of both the region and the parties involved in the conflict (both recent and ancient). We may think in terms of decades, but most people in the world think in terms of centuries.

c. Learn and understand key phrases in the local language that will aid with the negotiation.

d. Know and understand ethnic and cultural differences between the two belligerents. Beyond just avoiding offensive behaviour, appreciate how emotional they are, how sensitive, what their style of communication is (e.g. soft spoken or loud), etc.

3. **On Arrival In-theatre**:

a. Know the history of the conflict that brought you to the area, including both the recent conflict and older conflicts with the same adversaries.

b. Understand the personalities you are dealing with. Pay attention to their nuances. Each belligerent you will deal with is different. Do not lump them all into a category simply because of their ethnicity.

c. Know and understand the abilities and limitations of your own organization and your allies' in-theatre.

4. **Prior to Negotiation**:

a. Get acquainted with the problem at hand. Why is it important to either side? What is the history of this problem?

b. If possible, establish who should/shall attend a negotiation or facilitation. Do the representatives for each party have the authority to speak for their side? If you know a certain representative is "difficult" to deal with, consider asking for someone else to represent that party.

c. Ensure you understand the limits of your own authority when negotiating. If in doubt, confirm with your superiors what you may or may not offer during negotiations.

d. If you get into trouble during the negotiation, ensure you have some escape routes (e.g. verbal and physical) planned for yourself. Know some catch phrases prior to arriving at a negotiation that will allow you to leave quickly.

e. Clearly identify the areas of difference between the parties and be prepared to downscale those differences and emphasize what they have in common. In other words, always look for opportunities to reinforce consensus.

f. If you are going to use translators (more common than not), ensure they are well-briefed as to what you are attempting to accomplish and exactly what their role will be.

g. If possible, ensure you have adequate security to guarantee your safety, and if promised, the safety of the belligerent parties.

h. Finally, it is important that you maintain a high level of personal dress and deportment as well as a positive and professional attitude prior to and during the negotiation. These attributes will mark you as a professional to the belligerent parties and will go a long way towards establishing your credibility.

5. **Final Tactical Preparation**. Ask yourself the following questions prior to a negotiation or facilitation:

a. What do I hope to achieve with this negotiation?

b. What do the belligerents want from this negotiation?

c. What common ground do we share?

d. What is the minimum result I have to achieve?

6. Most of these questions can be answered by determining what the interests are for each of the parties. Those interests can be determined somewhat through a simple interest analysis.

7. **Interest Analysis**. A vitally important part of the final tactical preparation stage is to identify the potential interests of

those with whom you will be negotiating. You may accomplish this task by running through the headings included in a simple acronym—CHEAP BFVs—which stands for Concerns, Hopes, Expectations, Attitudes, Priorities, Beliefs, Fears and Values.

8. From this analysis you should be able to determine what you want, what the belligerents want, and where you might have common interests.

311. PHASE 2—CONDUCT OF NEGOTIATION/FACILITATION

1. **Negotiator's Tips**. The following tips are presented for consideration and application when negotiating:

a. Pay military and social compliments to all military and civilian representatives involved in the negotiations. Take the time to welcome and bid farewell to all of the key players, making sure to introduce yourself and the other members of your team. If possible, use the local language to introduce yourself.

b. Encourage an air of cordiality, dignity and respect in the proceedings. Small talk is an excellent mechanism to foster good will.

c. Introduce the agenda. If the situation is suitable and possible, have the parties approve the agenda beforehand. If not, have the parties agree to the agenda before continuing.

d. Define the common ground to reinforce the success that has been achieved. If friction occurs, do not attempt to fill gaps in conversation. It may be more productive to allow long pauses to occur. This psychological tool is employed to encourage the parties to take the initiative in speaking and thereby reviving the dialogue.

e. Allow the parties to state their respective position and opinions (expect them to be emotional and to over-react. Remain calm and let them get it out of their system. Never match emotion with emotion). Remain calm if one of the parties decides to criticize the mission, you as an individual, or a third party. Never lose control of your emotions, as this will be interpreted as a sign of weakness and inhibit your ability to continue effectively as a negotiator.

f. Employ active listening skills.

g. Observe body language—yours and theirs.

h. Respect cultural differences.

i. Listen to what the other side has to say; try to be patient if they focus on side issues, but don't let this dominate or side-track the negotiation.

j. If other issues are discussed, ensure that you keep bringing the talks back to the main issue before it becomes overshadowed.

k. Ensure that if any party presents incorrect information that it is corrected as diplomatically and quickly as possible. Incorrect information stems from the locals' rumour net and is generally rampant in any mission area.

l. Be tactful and avoid any inference that might be interpreted as criticism.

m. Do not be arrogant or patronizing; this may justifiably backfire.

n. Be fair in your approach to all parties; avoid circumstances that may lead to a "loss of face."

o. Use correct terminology that will be understood by all.

p. Mission policy must be understood and practised to ensure that a consistent, predictable, and reliable reputation is established and maintained. This will often require careful research and attention to detail.

q. If it is required to convey complaints, ensure that the particulars are clear, complete and in writing.

r. Make no promises or admissions unless you are authorized to do so.

s. Do not reveal anything about one party that could be exploited by the other party. Maintain scrupulous impartiality in all speech and actions.

t. If you make a statement that you will do something, do it; if you cannot, explain why to the parties.

u. As the negotiation moves along don't be afraid to summarise what has been covered to avoid getting lost in side issues or on-important details.

v. Never lie to the parties with whom you are negotiating. You will always be caught and your credibility will be destroyed forever.

w. If the negotiation is completely stalled, or no solution is in sight, don't be afraid to adjourn the meeting and reschedule if possible.

312. THE USE OF INTERPRETERS

1. The role of an interpreter is to translate accurately and dispassionately the exact meaning and nuance of words and phrases during a discussion between two parties who do not speak a common language. The interpreter is a vital link that enables ideas and proposals to be expressed fully, clearly and impartially. Interpreters are important tools.

2. **Provision of Interpreters**. If an interpreter is not available from within trusted Canadian staff, an interpreter will be provided from mission resources, generally hired under contract from the local population. It may be necessary to book the services of an interpreter in advance and to arrange for the pick-up of the individual in time to provide the services required.

3. **Qualities of a Competent Interpreter**. It is important to thoroughly brief an unknown or unproven interpreter prior to employment and emphasize the following points to guide them. They must:

a. Be dispassionate and impartial throughout the discussion.

b. Be accurate in the translation of all conversation.

c. Be timely in delivering the translation, including requesting that discussion be slowed if they are having difficulty keeping pace with the translation.

d. Be careful not to add any additional explanation that was not expressed in the original conversation.

e. Not actively participate in the discussion.

f. Not discuss any of the activity with anyone not authorized to receive the information.

4. **Maintain Eye Contact With the Speaker**. During a translated negotiation, it is essential that you maintain focus on the person with whom you are speaking, not the interpreter. This will allow you to identify "non-verbal communications" that indicate whether the objectives of the discussion are being achieved and whether opportunities for new initiatives are being offered.

5. **Other Tips to Remember**:

a. Do not discuss any of the activity with anyone. Always monitor your interpreter and watch for signs that they may be losing their impartiality, or not being accurate in their translation.

b. Always insist on using your interpreter. If unable to do so, have yours in attendance so that he/she can report discrepancies.

c. Avoid negotiating in a second language whenever possible (although this is usually difficult to avoid).

d. You are responsible for the welfare of your interpreter (e.g. rations, quarters, transportation, protection, etc.).

e. Acclimatize your interpreter to your language—expressions that you like to use, military terms. Try to avoid too many colloquialisms, jargon, slang, acronyms, etc.

f. Acclimatize your interpreter to your style of speech (e.g. accents, speed, etc.).

g. Try to speak only one or two sentences at a time, and give a pause for the interpreter to catch up and interpret what you've said. That way, he/she will not forget what you have said.

313. CONDUCT OF NEGOTIATIONS

1. The PSTC Negotiator's Checklist is at 315.

2. **The Framework**. The framework within which negotiation or facilitation occurs is determined by numerous factors, each of which could affect the preparation and conduct of the negotiation or facilitation, such as:

a. What is the nature of the situation?

b. Are both sides willing to enter into talks?

c. Based on the situation, what is more appropriate—negotiation or facilitation?

d. Is the negotiation about to be conducted planned or hasty?

e. Is the negotiation going to by cyclical (in that there will be sessions conducted once a week for the duration of the tour with the same participants), or is the negotiation a one-time deal occurring with belligerents at a hasty roadblock?

f. Finally, you have to create a framework that emphasizes voluntary cooperation with the negotiated solution rather than enforcement of the solution by you. You may encounter people with whom you cannot negotiate and find yourself enforcing the rules without their cooperation (i.e. by using your rules of engagement [ROE]).

3. **The Opening Talks**:

   a. Take your time and be patient. Do not try to rush the proceedings.

   b. Remember the customary salutations and exchanges of courtesies in accordance with local customs.

   c. Introduce yourself and your team, and wear name tags.

   d. Some introductory small talk may help to set everyone at ease and establish an air of cordiality. It also offers an opportunity to assess the mood.

   e. Outline the plan for the meeting.

   f. Offer or take refreshments.

4. **The Main Talks**:

   a. Follow the agenda.

   b. Listen to one party; do not interrupt; be patient.

   c. Listen to the other party.

   d. Obtain agreement on the facts, or record differences.

   e. Decide whether specialists are needed to provide expert advice (e.g. on weapons, mines, economics, and culture).

   f. If incorrect information is given, state the facts (supported by evidence), but do not argue.

   g. State your understanding of the cases presented by each party.

   h. State the mission point of view based only on the facts.

i. Reach an agreement (subject to confirmation), or:

(1) Agree on the facts.

(2) Agree on the next step.

(3) Agree on the parallel undertakings.

(4) Indicate intent to escalate.

j. If there are differences in points of view, note them. Declare that you will revisit the issue after an investigation of the key problems. Carry out your investigation and negotiation in a similar manner with the other party.

k. Always be restrained if one of the parties expresses a negative view about the mission or the other party's morals, politics or methods.

l. Make careful reminders about agreements, actual arrangements, and past practices.

m. Try to make everybody accept the mission's mandate and the solution it promotes.

5. **Ending the Meeting**:

a. Summarize the meeting by repeating what has been agreed upon. If possible, confirm it in writing.

b. Coordinate a time and place for a subsequent meeting.

c. Encourage a final exchange of pleasantries and polite phrases.

d. Attempt to set the stage so that everyone departs at the same time and no one is seen to be remaining behind to obtain an advantage.

314. PHASE 3—FOLLOW-UP OF NEGOTIATION/ FACILITATION

1. **Post-meeting Analysis**. At lower levels, follow-up will consist of little more than a back-briefing to the next superior officer. For military observers or company commanders on up,

it may be useful to gather the entire team to conduct an after action review (AAR) of the meeting. This discussion should cover the following:

a. Review the arrangements that were in place to organize and conduct the meeting.

b. Review the discussion and interaction that took place to identify issues that need follow-up action, and compare impressions regarding attitudes and opportunities.

c. Determine what went well.

d. Determine what did not go well, and in particular, the administrative or procedural issues that require improvement.

e. Confirm what action will be taken next time to improve the negotiation procedure.

2. **Record of Discussion Report**. Based on the negotiation and the above AAR, a Record of Discussion Report should be prepared. The format and contents of this report are usually defined in standing operating procedures (SOP). Below are listed some of the details that might be included in a Record of Discussion Report:

a. Time, date, and place of the meeting.

b. Names and appointments of the participants.

c. Agenda.

d. Key points raised in discussion and the outcomes that resulted (i.e. decisions, follow-up action, recommendations, arrangements or undecided issues).

e. Particulars of any follow-on meeting.

f. Any other relevant points.

3. **Distribution of the Report**. Distribution of the report should be carefully controlled. SOP normally define the distribution requirements. It may be the convention to issue copies of the report to the belligerents. If this is the case, it will be necessary to ensure that the report is translated and reviewed by the appropriate authorities before it is released.

4. **Verbal Back-briefing**. The senior negotiator will usually deliver a verbal back-briefing as soon as possible to the appropriate authorities in the chain of command. This will provide the opportunity to exchange ideas on the approach to be taken as a result of the meeting.

5. **Personality Sheets**. If the mission maintains personality sheets or files, a review should be conducted of the applicable sheets to determine whether or not amendments are required.

6. **Media Release**. In some circumstances, it may be agreed by all parties to allow the media to photograph the meeting and to report the result. In these circumstances, a media release may be authorized. This should be coordinated with mission staff and the belligerents (if appropriate) prior to release.

7. **Follow-up Action**. If any follow-up action was proposed or agreed upon in the meeting it must be taken without delay and completed as promised. Appropriate responses to the parties requiring them should be presented in accordance with the plan that was agreed upon. If circumstances preclude the action being taken, this too should be reported to the parties affected by the activity. This also applies to actions promised by the belligerents. If they should fail to provide the responses that are required, appropriate action should be taken to hold them accountable for their inaction.

315. PHASES OF NEGOTIATION

PREPARATION PHASE		
Strategic (Prior to deployment)	**Operational (In-theatre)**	**Tactical (Prior to actual negotiation)**
Know the history of parties. Know the history of the conflict. Learn key phrases in	Know and understand key personalities. Know and understand abilities	Learn particulars of the actual problem. Establish who should attend the negotiation. Understand limits to your

PREPARATION PHASE		
Strategic (Prior to deployment)	**Operational (In-theatre)**	**Tactical (Prior to actual negotiation)**
the local language. Know and understand ethnic/cultural differences.	and limitations of own organization.	authority. Prepare verbal/physical escape routes. Identify areas of difference between the parties. Identify interests (yours and theirs). Prepare an alternative course of action in the event of an unsuccessful negotiation. Brief your translators on their role. Arrange for adequate security. Maintain high level of personal dress and deportment.

EXECUTION PHASE	
Serial	**Action**
1.	Conduct preliminaries.
2.	Introduce all those attending.
3.	Introduce the agenda.
4.	Allow all parties to make opening statements.
5.	Focus on the interests rather than positions.
6.	Bring the talks back to agenda if side-tracked.
7.	Correct false information.
8.	Summarize your understanding of the cases/points

EXECUTION PHASE	
	presented.
9.	Adjourn if necessary.
10.	Introduce creative solutions.
11.	Reach agreement, agree on facts, and agree on next step(s).
12.	Close the meeting by restating the agreement(s).

FOLLOW-UP

Serial	Action
1.	Report and record agreements and plans via the chain of command. Include any observations.
2.	Implement all agreements immediately.
3.	Verify compliance with agreements.
4.	Prepare further negotiation as applicable.

NEGOTIATION/FACILITATION GUIDE

Skills of an effective negotiator or facilitator:

1. Be an effective listener.
2. Be able to separate personalities from problems.
3. Avoid ultimatums and strong positions.
4. Use creativity and imagination.
5. Be fully prepared.
6. Make trade-offs rather than concessions.
7. Be able to concentrate on the “big picture.”
8. Be committed to an outcome that is mutually acceptable to all parties.

NEGOTIATION/FACILITATION GUIDE	
9.	Be able to move discussions from positions to interests.
10.	Be a good communicator.

316. FACILITATION GUIDE

1. The PSO facilitation process is, in fact, facilitated negotiation using interest-based techniques that incorporates and builds on a seven-stage model to achieve principled alternative dispute resolution.

2. **Setting the Table**. The facilitator explains the process, his role, conducts introductions, confirms authority of all participants, and establishes ground rules for conduct.

3. **Storytelling**. This is an opportunity for the disputants to present their perspectives on the conflict and express their emotions in a controlled way. It allows the facilitator to identify obstacles to a settlement early and allows each disputant to get an appreciation of the other side's perspective.

4. **Determining Interests**. At this point, the facilitator will ask the participants "open-ended" questions to attempt to determine the interests of the disputants. This allows for summarization and clarification of misunderstandings or misinformation.

5. **Setting Out the Issues**. The facilitator will develop a list of issues that helps the disputants to focus on specific items that must be resolved in relation to their interests. It is best to set the issues out in a question format: How can we…? What is preventing…? What will allow…?

6. **Brain-storming Options**. The disputants, with the facilitator acting as a facilitator, will attempt to generate potential solutions that meet their interests. Encourage disputants to suspend criticism and to separate commitment to options from generation of options.

7. **Select an Option**. After the list of options is generated, the facilitator will help the disputants consider which, if any, options are realistic and durable. Focus should be on the underlying interests and use of the objective criteria.

8. **Closure**. The disputants should reduce their agreement to writing, or may need to plan future meetings or dispute resolution processes. Regardless of what is agreed, the facilitator should ensure closure is on a positive note.

NOTE

Facilitation does not usually involve a linear transition. The facilitation process may flip from step to step based on the situation and will develop its own flow. Flexibility is the key.

317. NEGOTIATION CHECKLIST

AIM
To prevent escalation of conflict or change to the status quo.

FACTORS (adversaries, disputes, peacekeepers)	
Belligerents (Enemies)	Size. Rank levels involved. Presence of commanders. Weapons. Immediate past actions. Language skills available.
Deductions	Is it a dispute I can deal with? Do I need a translator or interpreter? Should I take troops with me? With whom should I meet?
Nature of the dispute (The Real Enemy)	Substantive or perceptive issues. Long-standing or recent. Is the dispute with the opposing forces or the PSO force? Recent historical background.
Deductions	When should I meet? What approach should I adopt?

FACTORS (adversaries, disputes, peacekeepers)	
Ground	Distance between opposing forces. Cover available for own troops. Status of area involved.
Deductions	Where and when should we meet? What is the risk of incomplete knowledge of disposition?
Time and Space	Time to travel to the place of the incident? Time since the incident? Time/distance to the translators?
Deductions	Where should we meet?

318. FACILITATION CHECKLIST

1. In facilitation, only the participants in the actual facilitation can decide the outcome. The role of the facilitator is to facilitate the process to bring about a decision. Any decision, to be effective, must have substance and be agreed upon by both

PREPARATION
Meet the parties separately to record their points of view and objectives in the facilitation. Select a neutral meeting place. Set the conditions for the meeting (e.g. armed or unarmed, numbers, interpreters, agenda, communications, press, seating, who speaks first, separate rooms). Prepare as many solutions as possible that may be suggested during the facilitation session.

CONDUCT
Start with the agreed agenda. Review the results of the last meeting and the status of implementation (if any).

Maintain genuine neutrality, objectivity, and the respect to both sides. Try to encourage a productive give-and-take attitude ("one for you and one for the other party"). If there is no agreement, attempt to establish a time and place to meet again.

FOLLOW-UP
Make sure all agree to the main conclusions.
Brief your superior.
Prepare a written report.
Ensure agreements are implemented.
Protest if agreements are not implemented.
Revise personality sheets.
Report any unusual or controversial behaviour.

SECTION 2
MEDIA AWARENESS

319. GENERAL

1. The aim of this section (an excerpt from the Army Lessons Learned Centre Dispatches Vol. 4 No. 3) is to review media awareness and public information policy, procedures and processes as they pertain to the CF.

320. SCOPE

1. This section is organized with the following headings:

   a. Glossary of Public Affairs (PA) Terminology.

   b. Working with the Media.

   c. Predicting Media Behaviour.

   d. The Media Interview.

   e. Crisis Communications.

   f. Media Awareness Operational Guidelines.

321. GLOSSARY OF PUBLIC AFFAIRS (PA) TERMINOLOGY

1. **Official Statements**. This is information that can be identified as coming from an official spokesperson such as the Commander or the Public Affairs Officer (PAO).

2. **On the Record**. These are remarks that may be quoted directly or indirectly and attributed to a specific individual, such as a soldier describing his or her job. CF spokespersons' remarks are always on the record!

3. **Off the Record**. Such remarks or information are to be held in strict confidence and not used in any form. A journalist is not prevented from getting the same information from another source and using it. Off the record remarks will not to be given by CF spokespersons.

4. **Not for Attribution**. Information that may be used by a journalist without mentioning a specific source (e.g. "a military spokesperson said that..."). All interviews granted by CF spokespersons will be on the record and for attribution.

5. **Indirect Quotes**. Indirect quotes are paraphrases, expressing a statement in other words. They will capture the meaning of what was said, but do not necessarily reflect word for word what was said.

6. **Freelance Correspondents**. Freelance correspondents are media representatives who sell private services as a writer, photographer, etc. without a long-term commitment or contract to one agency. The CF deals with freelance correspondents only when they are contracted by a recognized media agency. The correspondent must be able to prove a contractual relationship exists, usually a letter of assignment signed by an official authority of the media agency.

7. **Media or News Media**. The term encompasses print, radio, television, news wire services, networks and publishing organizations, including the Internet.

8. **Media Representative**. This is a journalist, photographer, etc. who is employed full or part-time by a bona fide media organization and has credentials provided by that organization.

9. **Media Escort**. An experienced and qualified officer (or NCM) assigned to accompany and support a correspondent or small groups of correspondents in an area of operations.

10. **Media Accreditation**. An accredited journalist or accredited correspondent is someone authorized to cover events within a country. This is the formal recognition by national authorities of the registration of a media representative to operate in that country. The process involves the issuing of an identification (ID) card. Media can be accredited as war correspondents or accredited correspondents. The war correspondent or "embedded journalist," however, is specifically trained and educated to work within a tactical situation and as a member of a unit while covering its activities. The embedded journalist is afforded Geneva Convention protection and is provided with an ID card that is recognized as a Geneva card. Embedded journalists are also given clothing and equipment that permit them to work with the military in a way that does not compromise the tactical situation and allows them to survive and work in a field environment.

11. **News**. News is whatever the journalist says is news. It is any subject of potential interest to the journalist.

12. **Media Pools**. In certain high profile operations it may be difficult or impossible to safely accommodate the large number of media seeking firsthand information. To permit at least some of the media access to the front line, media pools may be established. These pools are composed of a limited number of media representatives who collect and share their information with other news services. Pool membership is determined by the journalists involved and facilitated by the military.

13. **Scrum**. Scrums are high-pressure interviews conducted by journalists competing to have their questions heard and answered. They are known as scrums because of the interview's similarity to the rough circular nature of the fight for the ball in rugby.

14. **Ambush**. An "ambush" is a particular form of scrum in which journalists wait (sometimes out of sight) for a particular person to arrive. In this case, the media may try to surprise the person who is difficult to contact, reluctant to be

interviewed, or abnormally reticent. They are hoping to provoke an ill-considered response. Obviously, the more sensational the issue the harder they will try to get the interview.

322. WORKING WITH THE MEDIA

1. **The Requirement to Provide Information**. The central theme of CF communications and PA policy is to provide maximum disclosure with minimum delay, subject to the principles of security of Canada and her allies, the provisions of Canadian privacy legislation, and the proprietorship of the information. This policy ensures that the CF:

   a. Provides information to the public about policies, programs and services that is accurate, objective, timely, relevant and understandable.

   b. Takes into account the concerns and views of the public in establishing priorities, developing policies and implementing programs.

   c. Remains visible, accessible and answerable to the public it serves.

2. **The Public's Right to Know**. The overarching principle is that the public has a right to know and the military has a duty to inform. However, the right to information is not absolute; public entitlement to classified information is not a right. All CF members must be aware of the regulations in place with respect to the release of information.

3. **Guiding Principles**:

   a. Implementation of a successful PA program is a command responsibility at all levels.

   b. The public has a right of access to all unclassified information concerning CF objectives and activities. Security should never be used as a reason to hide unclassified but embarrassing information.

c. A successful PA program must be based on truth, consistency, objectivity, openness and credibility.

d. PA requires good communications.

e. Good conduct and efficient performance of their duties by all ranks is the single most important factor in creating goodwill between the military and the public.

323. PREDICTING MEDIA BEHAVIOUR

1. Media behaviour is difficult to predict, except in a crisis or emergency. In these circumstances, the media will be interested in obtaining clear and direct answers to the generic questions listed below. This list is not complete, but it defines the types of news information that will be sought by many journalists, possibly at the same time.

a. What happened and why?

b. How many casualties are there; what is the extent of injuries suffered and how were they caused?

c. What are the names of those who were killed or injured or witnessed the events?

d. What was the value of any equipment stolen or destroyed, and what were the circumstances surrounding the loss?

e. What were the details concerning relief efforts, including the number of people and types of equipment involved?

f. What is going to be done to deal with the situation?

324. THE MEDIA INTERVIEW

1. The public gets the bulk of their information through the media. Therefore, it is in your best interest to speak openly with the media whenever possible. Media interviews are always on the record with the spokesperson providing name,

rank, and position/title. When background information is requested only those materials already cleared for release by the chain of command can be provided. If you have any doubt in this area, consult your chain of command.

2. **Interview Preparation**. The key to a successful interview is preparation; even a little preparation is better than none. Determine the following:

a. What is the subject of the interview? Are you the right person to talk on the subject? If so, you must ensure that you know the material. If not, direct the journalist to the right person and complete the introductions.

b. Is your information current and correct? Do not guess or make up a response, and do not repeat rumours.

c. Is the subject a proper activity to discuss? Some subjects, such as a graphic description of casualties, are inappropriate.

d. Is the discussion in compliance with policy and SOP?

e. Who will be the interviewer?

f. Will there be other participants? If so, will they be interviewed at the same time or separately? It is important to know if other people will be contacted for information on this same subject.

g. When will the interview take place? This determines your preparation time. If you do not have enough time to prepare, ask to be interviewed at a later date.

h. Where will the interview take place? Journalists prefer to interview soldiers in their working environment (e.g. beside a LAV or truck).

i. How much time will the interview take? You control the interview, therefore, you should advise the journalist how much time is available before you begin, and stick to it.

j. When will the interview be broadcast (or printed)? The journalist may not know this.

k. Ask for a few moments to gather your thoughts.

l. Develop your key messages in advance of the interview. These should be brief statements that make the point in an assertive manner. Write them out on index cards and read them frequently during the early preparation phase.

3. **The Interview**. Look at the journalist when answering questions. Do not stare at the camera or the microphone—and remember:

a. Always remain calm. If you cannot answer a question, explain why. It is acceptable to state that you do not know the answer.

b. Do not stomp away from a journalist if the interview does not go well; this is unprofessional and presents a negative image. Regain control by bringing the conversation back to what you want to talk about. Use bridging techniques to get back to your message(s), for example, “That is an interesting point you raise. However, I think the main issue is…”

c. Do not speculate or offer personal opinions on government policy or military operations.

d. Speak openly with the media, but do not discuss classified information, policy, ROE, the appropriateness of orders, or anything that is under investigation.

e. Be honest. Do not lie to journalists. If you always tell the truth you will never have trouble remembering what you said. If you do not know the answer or you cannot respond for whatever reason (e.g. classified information), tell the journalist why; do not be evasive.

f. Do not comment on hypothetical (“what if”) questions.

g. Be ethical. Do not try to be clever with journalists by withholding information because the right question was not asked.

h. Be polite. If you are busy and unable to respond to a journalist then say so, and if possible, direct him/her to the PAO or your superior.

i. Do not comment on the orders of your superiors. Your mission is to carry out these orders, not to comment on them. It would be more appropriate for the journalist to ask such questions of the superior who issued the orders.

j. Any comments you make to a journalist are on the record. If you do not want a statement reported in the media then don't say it. Assume journalists are always listening and their equipment is always recording. This rule applies in messes and social settings.

k. If you make a mistake and issue incorrect classified or inappropriate information, say so and ask the journalist not to use it. Let your superior and the PAO know as soon as possible.

l. You have no authority to touch or seize any media equipment for whatever reason. If a journalist records sensitive information, you should request his/her cooperation and ask for the material to be turned over to your chain of command. Filming casualties will always pose significant problems and your best approach is to prevent journalists from access to the site. Should such filming occur, immediately notify your superiors. Remember, you have no legal authority to seize equipment.

m. Before answering a question make sure you understand what is being asked. If you do not understand the question, ask for clarification.

n. Do not attempt to answer multiple questions. If a two or three part question is posed, answer the first part and then ask the journalist to repeat the question.

o. Keep your answers short. In any event, only a few seconds will be used so avoid lengthy explanations. It is acceptable to repeat yourself since this will reinforce your message(s).

p. Avoid military jargon that the public will not comprehend.

q. Repeat the question when giving your answer. This makes it difficult for your answers to be taken out of context. Avoid answers like “No comment,” “Yes” or “No.”

r. You have no authority to censor information, so do not ask to see an article before it is published.

s. Most journalists are not familiar with military operations. Do not assume they will readily understand your explanations. Ensure you use language they will understand.

t. Do not boycott the media because of an unfavourable report.

u. Every media visit is an opportunity to tell Canadians (and the world) what you are doing.

v. Do not comment on the local population or belligerents since this may compromise your mission.

w. Do not comment on rumours.

x. Contact your unit PAO if you need further advice or assistance.

y. Remember, journalists do not have the final say in how their story will be printed or broadcast. They have some influence, but their piece will go through a series of edits before it is finalized.

325. CRISIS COMMUNICATIONS

1. During times of crises it is best to follow an established procedure. The following steps should be included:

a. Get the facts. Determine the situation and assess the PA implications. Establish what information is approved for release. Media knowledge of any classified activity associated with an operation does not imply that the information is unclassified or authorized for release.

b. Check and follow SOP. They will help you avoid mistakes and omissions, and ensure that your response to any given situation is consistent with lessons learned and mission policy.

c. Maintain regular communications with PA and command staff. You must know what is going on!

d. Get relevant, accurate information to the public as soon as practicable. Bad news is best relayed sooner rather than later. Once clearance has been received to make public statements, you should do so quickly and thoroughly.

e. Be accessible. The media will be interested in your reactions and comments, particularly when there is little else to report.

f. Be thorough. Strive to pass the same information to all media agencies covering your activities. Maintain a log of media contacts.

g. Be considerate. Do not violate privacy regulations, especially with regards to casualty information.

h. Be honest.

326. MEDIA AWARENESS OPERATIONAL GUIDELINES

1. The following media awareness guidelines should be noted and briefed to media:

a. Media representatives inside controlled areas shall be escorted. Areas that are not freely accessible to the public include, for example, military airfields, observation posts (OPs), base camps, command posts and other areas designated by the local commander.

b. Reporters are not to record or transmit tactical or operational information that may compromise the mission or personnel safety.

c. Military personnel are not to make “off the record” statements in briefings or discussions with media members. Reporters are asked to avoid pressuring personnel to make such comments.

d. Reporters in press pools are not to stray from escorts.

e. Reporters must adhere to unit standards of noise and light discipline.

f. Reporters are not to photograph recognizable dead Canadians, allied soldiers, charts, maps, supply depots, or electronic warfare assets.

g. Commanders may deny reporters’ requests to accompany military personnel on a mission if the commander assesses that participation will jeopardize mission success.

h. Conflicts between unit commanders and reporters on interpretation of ground rules will be referred to the chain of command for resolution.

i. Reporters are to be reminded that their personal security is a primary concern of military commanders.

j. All mission areas will have guidelines and SOP that specify media policy. Read and follow them.

CHAPTER 4
UN COMMUNICATIONS

SECTION 1
INTRODUCTION

401. SIGNAL SECURITY

1. The nature of a peace support operation (PSO) means that signal security is not a matter of high priority. Normally, the need for signal security is only between Force headquarters (HQ) and UN/National HQ for reports including political judgements and assessments. However, it should be noted that there are no restrictions against using signal security systems in the Force and in contingents. It is important that operational procedures are such that no belligerent can exploit information they may gather by monitoring Force radio nets.

402. ASSEMBLING COMMUNICATIONS EQUIPMENT

1. Preparing the radio set for operation:

   a. Make sure that there is a power source of sufficient output and correct connection to the radio set.

   b. Check the antenna and all cable assemblies, ensuring tight and correct connection to the set.

   c. Connect the audio accessories and check proper operation of all function switches.

403. TRANSMITTING—GENERAL INSTRUCTIONS

1. When transmitting general instructions:

   a. Decide what you are going to say, ensuring that it will be clear and brief.

   b. Speak in English unless the mission directs otherwise.

   c. Make sure no one else is speaking on the net when you start.

d. Remember to divide your message into sensible phrases with appropriate pauses, and maintain a natural rhythm to your speech.

e. Avoid excessive calling and unofficial transmissions.

f. Use standard pronunciation. Emphasize vowels sufficiently. Avoid extreme pitch, speak in a moderately strong voice, and do not shout.

g. Keep a distance of about five cm between the microphone and your lips. Shield your microphone from background noises.

404. PHONETIC ALPHABET

1. The following NATO phonetic alphabet shall be used:

PHONETIC ALPHABET			
A	Alpha	N	November
B	Bravo	O	Oscar
C	Charlie	P	Papa
D	Delta	Q	Quebec
E	Echo	R	Romeo
F	Foxtrot	S	Sierra
G	Golf	T	Tango
H	Hotel	U	Uniform
I	India	V	Victor
J	Juliet	W	Whiskey
K	Kilo	X	Xray
L	Lima	Y	Yankee
M	Mike	Z	Zulu
PHONETIC NUMBERS			
Ø	Zee-ro	Examples:	
1	Wun	12	Twelve
2	Too	44	Fow-er Fow-er
3	Tree	90	Nin-er Zee-ro
4	Fow-er	136	Wun Tree Six
5	Fife	500	Fife Hundred

6	Six	7000	Seven Thousand
7	Sev-en	1478	Wun Fow-er Sev-en Ait
8	Ait	19A	Wun Nin-er Alpha
9	Nin-er		

405. RADIO VOICE PROCEDURE WORDS (PROWORDS)

PROWORD	MEANING
ACKNOWLEDGED	Confirm that you have received my message and will comply. (Answer: WILCO or ACKNOWLEDGED).
AFFIRMATIVE NEGATIVE	Yes/correct. No/incorrect.
ALL AFTER… ALL BEFORE…	Everything that was transmitted after… (keyword). Everything that was transmitted before… (keyword).
CORRECT (THAT IS CORRECT)	What you have transmitted is correct; you are correct.
CORRECTION	An error has been made in this transmission. It will continue with the last word (group) correctly transmitted. An error has been made in this transmission. The correct version is… That which follows is a corrected version in answer to your request for verification.
WRONG	Your last transmission was incorrect. The correct version is…
DISREGARD THIS TRANSMISSION—OUT	This transmission is an error. Disregard it. (This proword shall not be used to cancel any messages that have already been completely transmitted and for which a receipt or acknowledgement has been received).
DO NOT ANSWER	Stations called are not to answer this call, acknowledge this mess or otherwise transmit it in connection with this transmission.

PROWORD	MEANING
SILENCE— SILENCE— SILENCE—	Cease all transmission on this net. Immediate emergency radio silence. (Will be maintained until lifted).
SILENCE LIFTED	Silence is lifted. The net is free for traffic.
END OF MESSAGE—OVER (OUT)	This concludes the message just transmitted (and the message instructions pertaining to a formal message).
END OF TEXT	The textual part of a formal message ends. Stand by for the message instruction immediately following.
FETCH	I wish to speak on the radio to that person (appointed title).
SPEAKING	Requested person is now using the radio by himself.
FIGURES	Numerals or numbers will follow. (This proword is not used with call signs, time definition, grid references, bearings, distances, etc., especially in fixed-form reports).
FROM	The originator of this formal message is indicated by the address designation immediately following.
TO	The addressees whose designation will immediately follow are to take action on this formal message.
THIS IS	This transmission is from the station whose designation immediately follows.
MESSAGE	I have an informal message for you.
MESSAGE FOLLOWS	A formal message, which requires recording, is about to follow.
OVER	This is the end of this part of my transmission. A response is expected. Go ahead and transmit.

PROWORD	MEANING
OUT	This is the end of my transmission to you. No answer or acknowledgement is expected.
READ BACK	Repeat the entire following transmission back to me exactly as received.
I READ BACK	The following is my reply to your request to read back.
SAY AGAIN	Repeat all (or part indicated) of your last transmission.
I SAY AGAIN	Followed by text repeated.
ALL AFTER, ALL BEFORE, WORD AFTER, WORD BEFORE	Note: These qualifiers are used in conjunction with “SAY AGAIN,” “I SAY AGAIN,” “VERIFY,” “I VERIFY,” etc.
SEND	Go ahead with your transmission.
SEND YOUR MESSAGE	Go ahead, transmit. I am ready to copy.
SPEAK SLOWER	Reduce the speed of your transmission. (Normally used in connection with a request for repetition).
I SPELL	I shall spell the next word, group or equivalent phonetically. (Not used when transmitting coded groups only).
RELAY TO	Transmit the following message to all addressees or to the address designation immediately following.
RELAY THROUGH	Send this message by way of call sign…
THROUGH ME	I am in contact with the station you are calling; I can act as a relay station.
MESSAGE PASSED TO…	Your message has been passed to…
ROGER	I have received your last transmission satisfactorily.

PROWORD	MEANING
ROGER SO FAR?	Have you received this part of my message satisfactorily?
WILCO	I have received your message, understand it, and will comply. (To be used only by the addressee). ROGER and WILCO are never used together.
UNKNOWN STATION	The identity of the station calling or with whom I am attempting to establish communication is unknown.
VERIFY	Verify entire message (or portion indicated) with the originator and send correct version. To be used only at discretion of or by the addressee to which the questioned message was directed.
I VERIFY	That which follows has been verified at your request and is repeated. To be used only as a reply to VERIFY.
WAIT (WAIT—WAIT)	I must pause for five seconds.
WAIT—OUT	I must pause for longer than five seconds. I will call you when ready.
WORD AFTER	The word of the message to which I have referred is that which follows.
WORD BEFORE	The word of the message to which I have referred is that which precedes.
WORDS TWICE	Communication is difficult. Transmit each phrase twice. This proword can be used an order, request, or as information.

406. REPORT OF RECEPTION

1. The following phrases are for use when initiating and answering queries concerning signal strength and readability.

REPORTS OF RECEPTION	
RADIO CHECK	What is my signal strength and readability? How do you read me?
REPORTS OF SIGNAL STRENGTH	
LOUD	Your signal is strong.
GOOD	Your signal is good.
WEAK	I can hear you with difficulty.
VERY WEAK	I can hear you with great difficulty.
NOTHING HEARD	I cannot hear you at all.
REPORTS OF SIGNAL READABILITY	
CLEAR	Excellent quality.
READABLE	Good quality. No difficulties in reading you.
DISTORTED	I have trouble reading you.
WITH INTERFERENCE	I have trouble reading you due to interference.
UNREADABLE	I can hear you transmit, but I cannot read you at all.

407. FORMAL MESSAGES

1. The majority of voice radio traffic is conducted informally using the accepted rules of voice procedure. However, there are formal messages passed over radio and telephone nets. These messages are transmitted by communications personnel after having been drafted on a special message

form designed for this purpose. This form, in addition to the actual message, may contain some of the following components:

FORMAL MESSAGE	
Component	Contents
Precedence	FLASH, IMMEDIATE, PRIORITY, ROUTINE.
Security Classification	UNCLASSIFIED, UN RESTRICTED, UN CONFIDENTIAL, UN SECRET.
Identification	Originator's message number, possibly file and reference numbers.
Date and Time Group	Day (DD), time (HHMM), time zone (X), month (MMM) and year (YY) (e.g. 070835ZMAY05).
Other Information	Originator, addressee(s), distribution.
Message	"Text begins…"
End of Message	Reduce the speed of your transmission. (Normally used in connection with a request for repetition).
I SPELL	"Message ends…"

408. THE 12 COMMANDMENTS OF VOICE PROCEDURE

THE 12 COMMANDMENTS OF VOICE PROCEDURE	
1.	Keep a log. Prepare your transmission on a log sheet. Be ready for logging in messages received.
2.	Prior to transmission, listen to the channel for at least five seconds and be sure you are not breaking in.
3.	Hold the microphone close to your mouth (approximately five cm).
4.	Press the talk-switch and pause to allow the transmitter to start up.

THE 12 COMMANDMENTS OF VOICE PROCEDURE	
5.	Speak clear, concise English/French.
6.	Do not shout.
7.	Speak slowly to allow the receiving party to record your message.
8.	Release the talk-switch when not transmitting in order to give others the chance to break in.
9.	Split your transmission into portions or packets (end each packet with "ROGER SO FAR…") to enable the recipient to record your message accurately.
10.	If no communication can be established, move the antenna (e.g. vehicle, portable radio) 50 m and try again.
11.	If necessary, move the antenna to higher ground.
12.	No unnecessary chatter. Always remember that several parties will be monitoring your conversation.

SECTION 2
UN STAFF DUTIES

409. AIM

1. This section is intended to aid staff officers and duty officers in writing and editing UN reports.

410. ABBREVIATIONS

1. Unusual abbreviations or acronyms should be spelled out fully the first time they are used in a document and shown in brackets after the full spelling.

2. Use USA, not US, as the abbreviation for the United States. This is because reports are sometimes telexed in

upper case and the pronoun “us” can be confused with the noun “US” in the upper case.

3. Abbreviations for reports should be in upper case (e.g. NOTICAS, SITREP, SINCREP).

4. Should you come across any abbreviations that are unknown, check back with the originator and follow the rule mentioned above when you report.

411. CAPITALIZATION

1. Capitalization of words must be consistent. Proper names are almost always capitalized, along with titles when they are attached to names (e.g. “President Bush”).

2. The official titles of organizations are also capitalized (e.g. “the Royal Cambodian Armed Forces”).

3. However, a generic description of something is rarely capitalized (e.g. “The presidents of the parties will meet tomorrow.”).

412. DATES

1. Dates should follow the format day—month—year (e.g. 22 March 2000).

2. To avoid confusion do not use “today” or “yesterday”; use dates instead. All dates should be written in full including the year if there is a possibility that confusion may result without it (e.g. 02 November 2002).

413. FORMAT

1. Reports may carry a header and footer with a UN classification.

2. Maps or diagrams used to illustrate a particular point are to be included in the report, provided technical means for the layout and distribution of the report are available.

3. When writing reports, take care to leave the correct spaces after punctuation marks. After a full stop (.) or colon (:) leave two spaces. After a comma (,) or semicolon (;) leave one space. This makes the document easier to read.

414. MEDIA

1. Media reports should be accredited at the end of the sentence or paragraph with the source in brackets (e.g. AFP or ITN).

2. When using media reports always indicate the source.

3. If it is not clear how reliable the media report may be, use phrases such as "UNITA-controlled media sources claim that..."

415. NAMES AND PLACES

1. Always use the person's title or "Mr." or "Ms.".

2. As a general rule, the UN refers to "the Government of Canada" (note the capitalization). This avoids confusion since there can be many governments at various levels in a country. If you are in doubt whether a particular government is recognized by the UN check the list of Permanent Missions to the United Nations. Only recognized governments can have representatives or observers at the UN.

3. If a place or region is not internationally recognized put the name in quotation marks when describing it (e.g. "ABKHAZIA" or the "ABKHAZIAN" defence minister).

4. All place names should be typed in capital letters (e.g. TUZLA or SUKHUMI).

5. When a geographical expression is part of a name it should be capitalized (e.g. Sector East, Province of Ontario, New York City).

6. When referring to a place name that is not on the map, indicate its distance and direction from a marked place name.

416. NUMBERS

1. Numbers from one to ten are usually spelled out in full; those above ten are usually expressed as figures. But there are exceptions (e.g. "between 7 and 11 soldiers," "the 4^{th} Brigade," or "07 November.").

2. Avoid having a number that is expressed as a figure as the first word in a sentence. For example, change “8 soldiers were observed...” to “Our patrol observed 8 soldiers…,” or “Eight soldiers were observed…”.

417. SEQUENCING

1. If incidents are referred to by date, ensure that they are described in the correct sequence (e.g. “on 21 December, a meeting took place between...,” or “on 23 December, three vehicles…”).

418. SPELLING

1. The UN uses International English (British spelling) as detailed in the Concise Oxford Dictionary.

419. STYLE

1. Refer to the UN Correspondence Manual and the UN Editorial Manual when in doubt as to matters of style, abbreviations or format. Use correct titles for individuals (e.g. Chief Military Observer [CMO] or Chief Administration Officer [CAO]).

420. BRIEFINGS

1. Briefings are prepared by the relevant Branch/Section containing information/advice. There are three types of briefs:

a. **Decision Briefs**. Gives an analysis of options and recommendations, intended to seek a decision.

b. **Background Briefs**. A summary of available information to provide the recipient with information on a particular issue.

c. **Visit Briefs**. Intended to support a visit/program, etc.

2. Sample titles of a briefing format are:

a. Introduction.

b. Orientation.

c. Aim.

d. Format of Briefing.

e. Forces Situation.

f. UN Situation.

g. Operational Situation (Past, Current and Planned Operations).

h. Administration.

i. Communications.

j. Logistics and Supply.

k. Decision (if required).

SECTION 3
SERVICE RIFLE 5.56 mm C7

421. C7 CHARACTERISTICS

1. The characteristics of the C7 service rifle are as follows:

a. Gas-operated.

b. Air-cooled.

c. Magazine-fed.

d. Semi and fully automatic.

e. Capable of quick and accurate fire at short range opportunity targets.

f. Capable of a high rate of accurate and rapid fire at ranges up to 300 m.

g. A section equipped with the C7 service rifle can concentrate effective fire up to 600 m.

h. Can be fitted with a bayonet for close quarter fighting.

i. Magazine holds 30 rounds.

j. Because of the weapons fully automatic capability and 30 round magazines, a high standard of fire control is necessary to prevent wasting ammunition.

422. TECHNICAL DATA

1. The technical data for the C7 is as follows:

   a. **Calibre**: 5.56 x 45 mm NATO.

   b. **Weight**:

      (1) Unloaded—3.34 kg.

      (2) Loaded—3.89 kg.

   c. **Length**:

      (1) Rifle—1.0 m.

      (2) Barrel—0.53 m.

   d. **Operation**: gas-operated air-cooled, magazine-fed.

   e. **Sights**:

      (1) Iron sight, small aperture 200 to 300 m, large aperture for close quarter combat, and low light at increments of 100 m.

      (2) C79 optical sight.

   f. **Maximum Effective Range**: 400 m.

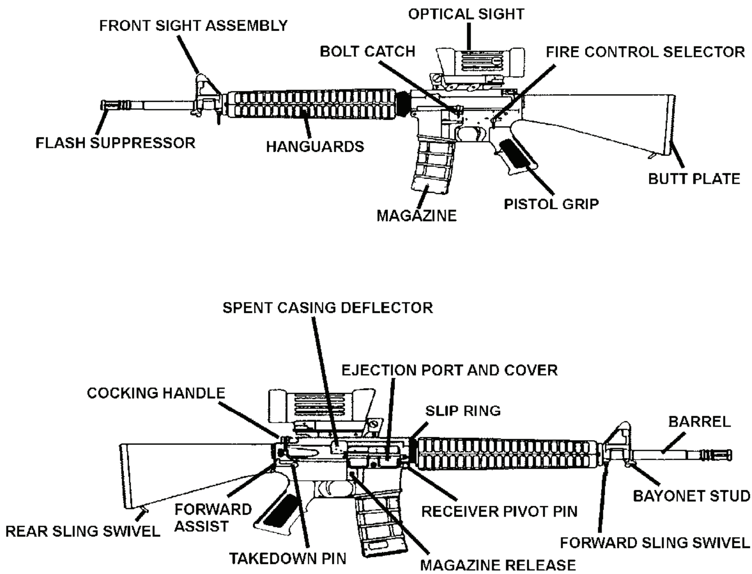


Figure 4-1: Service Rifle C7, Left and Right Sides

423. SAFETY PRECAUTIONS

1. There are many situations for which you must be able to perform safety precautions and clear the weapon. These include:

   a. Before and after instruction.

   b. Before stripping the weapon.

   c. During issue and return to stores.

   d. Before and after any range practice.

   e. Upon returning to camp if standing operating procedures (SOP) so dictate.

   f. Whenever the safety status of the weapon is in doubt.

2. To clear the weapon you will:

   a. Adopt the standing load position.

   b. Remove the magazine.

c. Cock the weapon and engage the bolt catch.

d. Tilt the weapon to the left and verify that there are no rounds in the chamber.

e. Pull the cocking handle to the rear and allow the action to go forward under control.

f. Ensuring the weapon is aimed in a safe direction, fire the action and close the ejection port cover and pick up any rounds that may have ejected.

3. Other safety practices include:

a. Safe handling with no magazine fitted:

(1) When handing a rifle to another soldier or accepting one yourself, point the muzzle in a safe direction, pull the cocking handle to the rear and hold it there.

(2) Inspect to ensure the chamber is clear.

(3) Allow the action to go forward under control.

(4) Aim the weapon in a safe direction and fire.

(5) Close the ejection port cover.

b. Never point the rifle at anyone in jest.

c. Never fire the rifle with blank ammunition at personnel within 20 m.

424. C7 FIELD STRIPPING

1. There are two types of stripping: field and detailed. Field stripping is the method of disassembling the rifle for cleaning and maintenance in the field. Field stripping is carried out as follows:

a. Complete the safety precautions, but do not operate the trigger.

b. Set selector lever to safe, “S”.

c. Pivot the upper receiver group down by withdrawing the takedown pin.

d. Pull the cocking handle partially to the rear and pull the bolt carrier group out of the upper receiver.

e. Push the cocking handle fully forward.

f. Remove the retaining pin from the bolt carrier and slide out the firing pin.

g. Rotate the cam pin one quarter turn and remove it from the bolt carrier.

h. Pull the bolt out of the bolt carrier.

i. Strip the magazine.

425. C7 DETAILED STRIPPING AND ASSEMBLY

1. Detailed stripping is conducted for comprehensive cleaning. In preparation, field strip the rifle. Detailed stripping is then carried out as follows:

a. Push the extractor retaining pin out from the bolt.

b. Do not separate the extractor retaining spring from the bolt.

c. Remove the hand-guards by pulling the hand-guard slip-ring toward the upper receiver.

d. Push the pivot pin in on the left side of the rifle; pull it out to its full extent from the right side of the rifle; then separate the upper receiver from the lower receiver.

e. Remove the cocking handle.

f. Remove the buffer and return spring.

g. Separate the buffer and return spring.

426. C7 ASSEMBLY

1. In each case the weapon is assembled in the reverse order.

NOTE

When placing the bolt into the bolt carrier, ensure that the cam pin hole with the two indentations is at the bottom. Ensure that the bolt is fully forward in the bolt carrier prior to placing it into the upper receiver. Ensure that the selector lever is at “S.” If the selector lever is at “AUTO,” the automatic sear will interfere with the bolt carrier when the upper receiver is closed down upon the lower receiver.

427. C7 FUNCTION TEST

1. To ensure that your rifle is correctly assembled and operates as required, you must perform a function test as follows:

   a. Cock the rifle.

   b. With the selector lever at “S,” and ensuring that the weapon is aimed in a safe direction, attempt to fire the rifle (it should not fire).

   c. Set the selector lever to “R.”

   d. Ensuring that the weapon is aimed in a safe direction, squeeze the trigger and fire the action.

   e. While holding the trigger back, cock the action and release the trigger (the hammer should be felt and heard to fall from the “disconnecter” to be caught immediately by the trigger sear).

   f. Ensuring that the weapon is aimed in a safe direction, squeeze the trigger (the action should fire).

   g. Set the selector lever to “AUTO,” cock the rifle (the hammer should be held by the automatic sear).

   h. Ensuring that the weapon is aimed in a safe direction, squeeze the trigger and fire the action.

i. hile holding the trigger to the rear, cock the action (as the bolt carrier moves fully forward, the hammer should fall to strike the firing pin).

j. Release the trigger.

k. Set the selector lever to “R.”

l. Close the ejection port cover.

428. CARE AND CLEANING OF THE C7

1. The C7 is maintained through proper cleaning and inspection. When properly maintained it will operate with few stoppages. Daily cleaning is important preventative maintenance that ensures the rifle remains serviceable. Cleaning the rifle is conducted as follows:

a. Clean the chamber.

b. Clean the flash suppressor.

c. Clean the exterior and pull-through the interior of the barrel.

d. Clean the bolt and carrier.

e. Clean the ejector.

f. Lubricate the bolt and carrier.

g. Clean and lightly lubricate the exterior of the upper receiver.

h. Clean the exterior of the gas tube that protrudes into the receiver.

i. Clean and lubricate the inner surfaces to the upper receiver.

j. Depress the front sight detent and apply two or three drops of cleaning lubricant preservative (CLP).

k. Clean the interior and exterior of the lower receiver.

l. Clean the drain hole and the butt.

m. Clean the inside of the buffer tube.

n. Lubricate the buffer, spring and interior of the buffer tube.

o. Apply CLP generously to the trigger group, take down pin and pivot pin.

p. Clean the external surfaces of the butt and hand-guards, but do not oil.

q. Clean the magazines.

NOTE

Never use abrasive material or wire brushes on the aluminium surfaces. This will remove the metal's protective coating.

429. USE IN ADVERSE CONDITIONS

1. Special cleaning measures are necessary in adverse conditions to ensure that the weapon remains clean and serviceable. These special considerations are as follows:

a. In hot, dusty and sandy environments the rifle must be kept dry. In warm climates, moisture, humidity and salt from your own perspiration will quickly generate rust. If rust appears, remove it by rubbing with CLP. Always take care to wipe away any CLP that was used to remove the rust from the weapon.

b. In extremely cold climates, if the tactical situation permits, unload and cock the rifle two or three times every 30 mins to prevent the working parts from freezing together. When bringing the rifle into shelters, it must be stripped and wiped dry several times as it reaches room temperature. A light coat of CLP will provide lubrication down to –37° C.

c. To prevent rusting under tropical or high humidity conditions, inspect and clean the rifle more frequently. Inspect the hidden surfaces of the bolt and cam assembly, upper receiver, chamber, locking lugs, lower receiver and buffer tubes for rust. Pay special attention to spring loaded detents and plungers. Always remove hand prints from the weapon with a rag to prevent rust. Keep ammunition dry.

430. CARE OF THE OPTICAL SIGHT

1. The C79 optical sight has been adopted as the standard sight for the C7, C8 and C9 weapon systems. The carrying handle has been removed from the C7/C8 to accommodate the sight. The optical sight is located on the upper receiver. It is adjustable for ranges from 200 to 800 m in 100 m increments. To adjust the sight for elevation, turn the range elevation dial until the range required is opposite the white line on the side of the sight. For quick alignment purposes, the sight is fitted with a notch and post device moulded to the top of the rubber housing. It will provide you with a rough sighting onto a specific target for situations where multiple, closely spaced targets exists. To ensure that you are shooting at your target of choice, you should roughly sight your rifle using the alignment sight and then take correct and customary aim with the optical sight.

431. IMMEDIATE ACTIONS AND STOPPAGES OF THE C7

1. If the rifle fails to fire or stops firing the immediate action is to cant the rifle to the left and look into the ejection port at the position of the bolt.

2. If the bolt is to the rear:

   a. Change magazines.

   b. Operate the bolt catch and push the forward assist.

   c. Re-aim and continue firing.

3. If the bolt is fully forward:

   a. Physically check the magazine to ensure it is fully seated and locked in place.

   b. Cock the rifle and watch for the ejection of a round or empty casing.

c. If a round or casing is ejected, push the forward assist.

d. Re-aim and continue firing.

e. If no empty casing or round is ejected, attempt to continue firing; if the rifle fails to fire, further action must be taken.

4. If the bolt is partially forward:

a. Cock the rifle and push in the bolt catch.

b. Examine the chamber and body of the weapon.

c. If a live round or empty casing is in the body or chamber, remove the magazine.

d. Clear the obstruction.

e. Replace the magazine.

f. Operate the bolt catch and push the forward assist.

g. Re-aim and continue firing.

432. C7 FURTHER ACTIONS

1. If an obstruction in the chamber cannot be removed during the initial remedial action, or if the stoppage recurs, the following actions will be taken:

a. Unload the rifle, remove the take down pin and remove the bolt carrier and bolt.

b. Examine the extractor.

c. Test the ejector.

d. Test the firing pin protrusion.

e. Report faults to a weapons technician.

2. If the chamber does not appear to be obstructed and there are no broken parts, examine the chamber for a separated casing and report faults to a weapons technician.

SECTION 4
NAVIGATION

433. ELEVATION AND RELIEF

1. Elevation is height expressed in feet or metres above or below mean sea level. Relief is the variation in the height and shape of the earth’s surface. On a map, elevation and relief are defined through contour lines. Contour lines are imaginary lines on the ground connecting points of equal elevation. The contour interval, the vertical distance between contours, is stated in map marginal information. The greater percentage of maps used by the Army today have a contour interval of 10 m (always indicated on the map), however, there are some that have contour intervals of 25 ft. Normally every fifth contour line is numbered and printed more heavily than the others. This line is known as the index contour. Following are some characteristics of contours:

a. Contours are smooth curves which are continuous and close onto themselves.

b. When crossing a valley or stream, contours form a series of Us or Vs having their bases pointing to higher ground or upstream.

c. When crossing ridges, contour lines form a series of Us or Vs with their bases pointing away from high ground.

d. Contours close together indicate a steep slope; contours far apart indicate a gentle slope.

e. The last contour line which forms a closed shape indicates a hill top.

f. If moving parallel to a contour line the going is relatively level.

g. If moving across contour lines, it means going up or down slopes.

434. TERRAIN FEATURES

1. All ground forms may be classified into five primary terrain features: hill top, ridge, valley, saddle and depression.

Contour lines are used to indicate these ground forms on a map allowing you to draw a mental picture of the terrain features or to create a three-dimensional tracing.

435. ORIENTING A MAP

1. Orienting your map is the process of aligning the picture of the ground that it represents (the map) to the actual lay-of-the-land. The most common way of doing this, if you know your exact position on the ground and map, is to align the north edge of the map with the known direction of north, then verify that all prominent features on the ground coincide with their representative symbol on the map. This verification should be a process of elimination, starting with the most prominent objects (e.g. churches, bridges, bends in rivers, etc.) and ending with pinpoint objects (e.g. corners of woods, crossings in trails, specific corner of a building, a small spur or re-entrant, etc.).

436. GRID REFERENCES

1. Grid references (GR) indicate a specific area on a map. For example, we know that a grid square is always 1,000 m by 1,000 m and has a four figure GR. A six figure GR, in turn, is possible once the grid square is divided into 100 squares, formed by drawing 10 imaginary and equally spaced lines vertically and horizontally within the grid square. The resulting smaller squares then represent an area of 100 m by 100 m. The division can be a mental calculation, but to be as accurate as possible the use of a roamer is recommended. When pinpointing a specific 100 m square within a grid square go from west to east along the bottom of the square, then south to north to obtain the eight figure GR. The catch phrase to remember is “In the House, then Up the Stairs.”

437. MAGNETIC DECLINATION

1. In order to reach the desired destination when you are marching with a compass there are several preliminary functions that you must carry-out to properly set your compass. They must be done as precisely and conscientiously as possible to ensure that your compass is in fact leading you in

the desired direction rather than getting you lost. This is especially true if you are to do a night compass march.

2. Because the compass only reacts to magnetic north, you must be able to convert a bearing taken from a map and apply the difference to your compass to have it point you in exactly the same direction as the bearing on the map. To do this correctly, you must understand the different functions of the three North symbols found in the marginal information of all maps.

3. True North (TN) is the one that indicates the North Pole. TN is used to navigate by the stars.

4. Grid North (GN), the map north, is a theoretical point at the top of the world where all the grid lines converge. The grid lines in question, being part of the Mercator Grid System, are those lines that are running up and down your map, and are known as “Eastings.” GN is used when determining the bearing of a specific direction from a map.

5. Magnetic North (MN), the compass north, is a physical location to which all compass needles of the world point. It is generally accepted to be in the area of the Arctic Islands in northern Canada. It is the point of convergence of the earth’s electro-magnetic field, which is moving continuously. This is why you must calculate the magnetic declination from one year to the next.

438. MAGNETIC ANGLE

1. The difference between the GN and the MN is known as the grid magnetic angle (GMA). To determine the current GMA for your map follow these steps:

   a. Locate the three North symbols on the margin of your map.

   b. Determine what the annual change is, then calculate the accumulated change.

2. Before you can do that, you must first understand how the numerical values related to the GMA and the annual change is expressed. There are three types of values:

a. Degrees. Expressed in a number and a small zero (e.g. 10). There are 360 degrees in the compass circle of 6400 mils.

b. Minutes. Each degree is broken down into 60 minutes. Minutes are expressed as a number and an apostrophe (e.g. 5').

c. Seconds. Each minute is again divided into 60 seconds. Seconds are expressed as a number and two apostrophes (e.g. 16").

3. The level of accuracy required when working with Silva Compasses generally precludes our calculating the second's value. We simply round the seconds off to the nearest minute.

4. Because the annual change is expressed in minutes and percentages of minutes on the maps used by the CF, a further small mathematical equation has to be followed. For our example, we'll say the annual change is 10.2'. That indicates 10 and two-tenths minutes. We know that each minute has 60 seconds and can therefore calculate that each tenth is actually 6 seconds. Therefore, two-tenths of a minute would have a value of 12 seconds. This is expressed as 10'12".

5. We can now calculate the accumulated change. Our example indicates that the annual change is 10.2' and that it is increasing. We must now establish what the approximate mean declination is and the year in which it was last issued. This information is found on the map directly below the three North symbols. For our example the declination will be 10012" as of 2001.

6. To calculate the GMA for the year 2006, you count the number of years from 2001 to 2006. This means that you'll have to calculate five years of annual change of 10.2 minutes as follows: 10.2' x 5 = 51'. That means the total annual change equals 51'.

7. We have determined that the approximate mean declination is 10032', that it has changed by 51' since 2001, and that it is increasing. From this we can establish the actual GMA: 10° 32'+ 51'10°83' = 10° + (83' divided by 60') = 10° + 1°23' = 11°23'

8. When the GMA is increasing, meaning that the angle between GN and MN has been getting larger since 2001, we have to add the accumulated annual change to it. Our calculation then will be as follows: because each degree is made up of 60 minutes, we will round the 110 23' off to 110, because 23' is smaller than half a minute.

9. If on other maps the GMA is decreasing, meaning that the angle between GN and MN was getting smaller each year, then our calculation would be done by subtracting the accumulated annual change from the approximate mean declination rather than adding it.

10. To set the declination on your compass you must first refer to your map to determine whether the declination is in an easterly or westerly direction. This is established by checking the position of the MN in relation to the TN. If the MN symbol is situated to the left of the TN symbol, the declination is in a westerly direction; conversely, if the MN symbol is to the right of the TN symbol, the declination is going in an easterly direction. Once this is established, take the screwdriver attached to the compass lanyard and insert it in the declination mechanism screw. To adjust the declination, turn the screwdriver clockwise for a westerly declination and counter-clockwise for an easterly declination. You will note that the innermost scale of the compass dial is marked in degrees in both directions. It is numbered every 20 and marked every two degrees. Turn the screw until the correct declination has been set.

439. OBSERVING WITH A COMPASS

1. The following steps are taken to obtain a bearing or direction to an object that is visible:

   a. Open the compass cover wide and hold it level and waist high in front of you.

   b. Pivot yourself and your compass around until the sighting line points straight to the object on which you are taking the bearing.

   c. Turn the dial until the orienting arrow and the magnetic needle are lined up with the red end of the needle lying between the two orienting points.

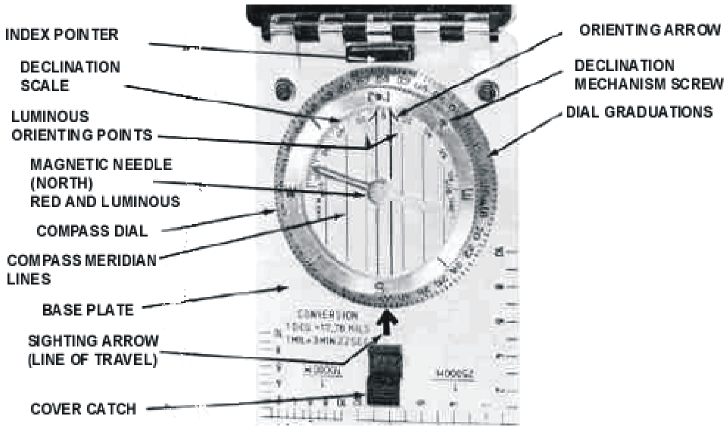


Figure 4-2: Silva Compass

2. The bearing to your object is the mil number indicated directly below the index pointer. For greater accuracy, bearings can be determined by using the sighting mirror as follows:

a. Hold the compass at eye level and adjust the cover so the top of the dial is seen in the mirror. Face toward your object and using the sight, align on the desired point.

b. Look in the mirror and adjust the position of the compass so the sighting line intersects the luminous points.

c. While sighting on your objective across the sight and continuing to ensure that the sighting line intersects the luminous points, turn the dial so the orienting arrow is lined up with the needle, its red end between the orienting points.

440. ORIENTING A MAP BY COMPASS

1. The compass "meridian" lines are used for orienting a map with a compass. Ensure that the magnetic declination has been applied, and then place the compass on the map so that the meridian lines are parallel to the "Eastings" and the sighting arrow is pointing towards the top of the map. Rotate the map with the compass on it until the compass needle is oriented North between the two luminous points on the orienting arrow. The map is now set with the grid lines pointing to Grid North.

441. PLOTTING BEARINGS

1. To take a grid bearing from a map the compass can be used as a protractor, ignoring the compass needle. To read a bearing from one grid reference to another, place the compass with a long side on the line between the two references and with the sighting arrow in the direction of travel. Next, holding the compass in position on the map, turn the dial so that the meridian lines are parallel to the "Eastings" ensuring that the North on your dial is towards the top of your map. The bearing may now be read from the graduated dial at the index pointer.

2. Upon completion of these steps your compass has coincidentally been set to the bearing for your objective. By rotating the whole compass until you line up the rear end of the magnetic needle between the orienting points on the orienting arrow, your compass will be pointing in the direction of your objective. Holding the compass at waist height straight in front of you, march in the direction of the line of travel. As long as the compass needle and the orienting arrow are kept in coincidence, the sighting or line-of-travel arrow will remain on the bearing. For night marches, the luminous bar on the magnetic needle and the two orienting points on the orienting arrow will assist in maintaining this coincidence. The line of travel is indicated by the luminous sighting arrow, index point and sight.

442. DO'S AND DON'TS

1. Following are a few do's and don'ts of navigating with a map and compass:

a. Do:

(1) Approach navigation with confidence.

(2) An in-depth map study and, if possible, a physical reconnaissance.

(3) Make a route card for all map and compass marches.

(4) Once correctly set, always trust your compass.

(5) Backtrack to a prominent known spot as soon as you think you are lost—don't wait until you truly are lost.

(6) Your own calculation of declinations before using any compass.

(7) Use a back-up pacer and map reader, especially for night operations.

(8) Navigate around major obstacles using three 90^o legs or bearings.

b. If you can avoid it, don't:

(1) Dismiss out of hand the advice or doubts of others.

(2) Trust that roads, wood lines, orchards or the outer edge of towns or suburbs will be accurately reflected on you map.

(3) Use vehicle hood as a map table.

(4) Go around major successive obstacles on the same side—alternate, first left then right.

(5) Sight your compass on near or intermediate objects during compass marches; use the objects farthest away at all times.

(6) Accept inexact pacing—the average person takes 120 paces to cover 100 m when going cross-country on open ground (the normal rate of advance is

2.4 km per hour during the day and 1.6 km per hour at night, depending on terrain).

443. SHADOW TIP METHOD TO FIND DIRECTION

1. This method requires only 10 to 15 mins in sunlight and is much more accurate than any watch method. Any error will not exceed 15 degrees. Mark the tip of the shadow cast from a 3-foot stick. Mark the tip of the shadow again after approximately 10 mins. A straight line drawn through the two marks indicates the east-west line, from which any desired direction of travel may be obtained. To do this, draw a north-south line at right angles to the east-west line. If you are ever uncertain which is east and which is west, observe this simple rule: the sun rises in the east and sets in the west. The shadow tip moves in the opposite direction. Therefore, the first shadow tip mark is always your west mark and the second mark is always your east mark anywhere on earth.

SECTION 5
AIRCRAFT AND ARMOURED FIGHTING VEHICLE RECOGNITION

444. GENERAL

1. Acquiring the ability to be able to recognize armoured fighting vehicles (AFVs) can be complicated. There have been thousands of different vehicles produced over the years, with as many modifications, making identification extremely difficult. However, as an observer it is not important to know the precise name of the vehicle, but rather to know how to recognize its role. If you can recognize the role of a vehicle you will be able to report the most important information about it.

445. AFV PRIMARY ROLES

1. There are five primary roles for armoured vehicles:

   a. Main battle tanks.

   b. Self-propelled artillery.

c. Armoured personnel carriers / armoured infantry fighting vehicles (troop carriers).

d. Reconnaissance vehicles.

e. Combat support vehicles.

2. Usually, vehicles in each category share a number of obvious characteristics. Identifying these characteristics generally results in identifying an AFV's role.

446. AFV COMPONENTS—HATS

1. There are four major components of an AFV that you must examine to find the characteristics that help determine the role. The simple acronym HATS will help you to remember them:

a. Hull—the lower part of vehicle, which contains the engine and supports the suspension.

b. Armament—the vehicle's weapons.

c. Turret—this is the rotating structure atop the hull, which usually contains the main armament.

d. Suspension—this is what the vehicle uses to move. An AFV can be wheeled or tracked. On a tracked vehicle, the track rolls on "road wheels" and the wheel with pointed teeth is the "drive sprocket," which is connected to the engine and rotates the tracks.

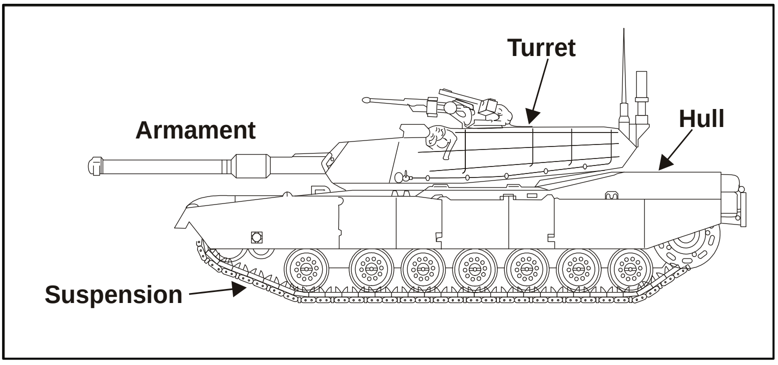


Figure 4-3: AFV Components

447. HULL DESIGNS

1. There are two types of hull design for vehicles:

   a. Sponson, which offers more space.

   b. Box.

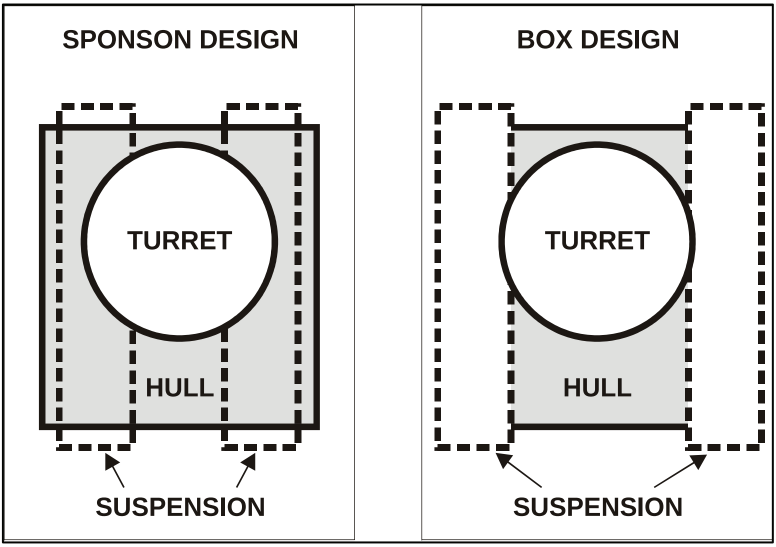


Figure 4-4: Hull Designs

448. MAIN BATTLE TANKS

1. Main battle tanks fire directly at targets. They require heavy armour for protection from other weapons. Armour is heavy. That is why all tanks are tracked, thereby achieving lower ground pressure. Main battle tanks have the following characteristics:

   a. All have tracked suspensions.

   b. The engine is usually located at the rear of the hull (look for the drive sprocket).

   c. All have a large main armament, usually over 100 mm calibre.

d. All have turrets, usually centrally located on the hull.

e. All have sloped, angled or rounded armour on the front of the hull and turret.

f. All have low hulls and turrets in order to have a small silhouette.

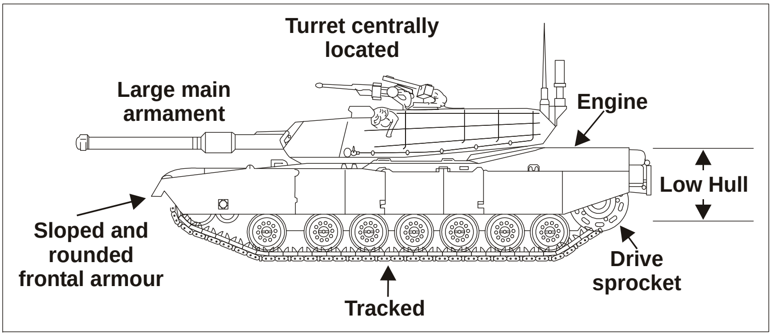


Figure 4-5: Tank Components

449. ARTILLERY

1. Unlike main battle tanks, artillery usually fires at targets indirectly. Therefore, they are further behind the front line and do not need much armour protection. For movement, artillery can be either self-propelled or towed. Towed artillery are not by definition AFVs but have been included here to ease recognition and reporting.

450. SELF-PROPELLED ARTILLERY

1. Self-propelled artillery look like tanks but have the following characteristics:

a. A large, box-like turret.

b. The turret is usually located towards the rear of the hull.

c. There is usually a muzzle brake on the barrel.

d. The armament is usually large calibre (between 122 mm and 155 mm).

e. Almost all self-propelled artillery is on a tracked suspension.

f. Often they have a Dead Track suspension, with "slack tracks" that hang loose along the top of the road wheels.

g. There is a travel lock for the main armament barrel at the front of the hull.

h. The engine is located in the front of the hull.

i. The hull is usually a sponson type.

j. The recoil system is exposed.

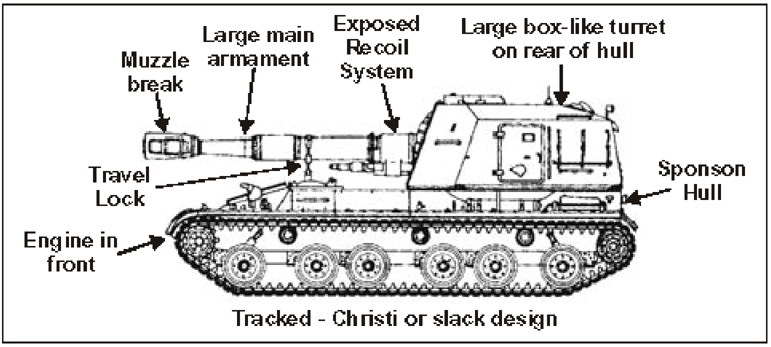


Figure 4-6: Self-propelled Artillery Components

451. TOWED ARTILLERY

1. Towed artillery is simply a large gun placed on a carriage and towed behind a truck or "tractor." The carriage will have a number of wheels and trails (or legs) to stabilize the carriage.

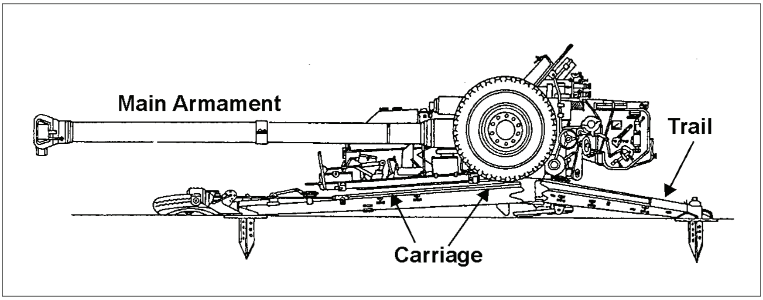


Figure 4-7: Towed Artillery Components

452. MULTIPLE LAUNCH ROCKET ARTILLERY

1. Another type of artillery is the multiple launch rocket (MLR) system. The large number of tubes is the easiest way to identify this type of artillery piece. It is usually placed upon a truck chassis but there are versions mounted on AFVs.

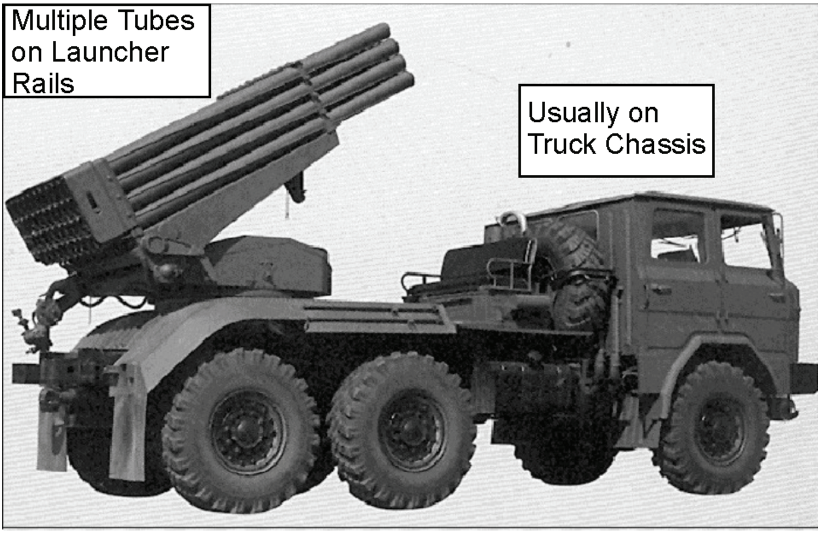


Figure 4-8: MLR System

453. ARMOURED PERSONNEL CARRIERS AND INFANTRY FIGHTING VEHICLES

1. Armoured personnel carriers (APCs) and infantry fighting vehicles (IFVs) are lightly armoured vehicles that are

used to transport troops; an IFV may also fight. They have the following characteristics:

a. A large sponson type hull.

b. Exit door is located at the rear.

c. The engine is typically in the front of the hull.

d. May be tracked or wheeled.

e. APCs may have a turret, while all IFVs have turrets.

f. APCs may be armed, while IFVs will always be armed.

g. IFVs will have a main armament of 20 mm calibre or higher.

h. Both may have firing or observation ports along the side of the hull.

i. Generally, they have a high hull that is large enough to carry troops, although some former Warsaw Pact versions have rather low hulls to reduce their silhouette.

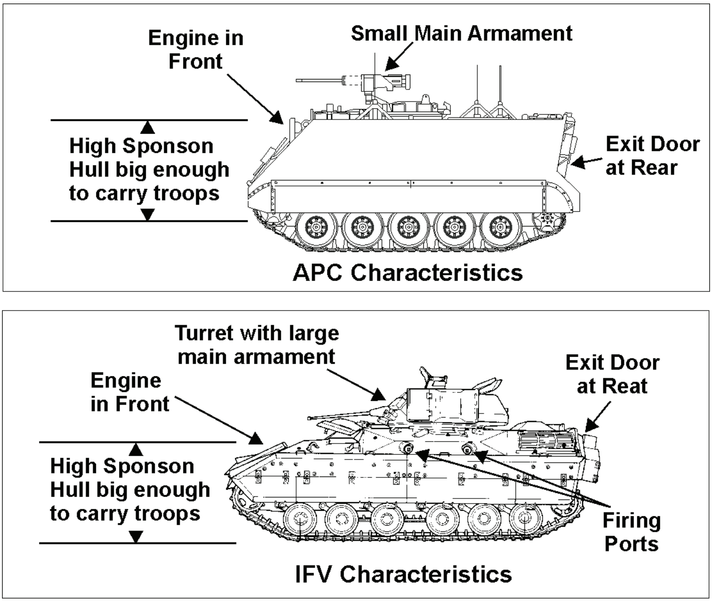


Figure 4-9: APC and IFV Components

454. RECONNAISSANCE VEHICLES

1. Reconnaissance vehicles are difficult to identify. This is because they often look very similar to IFVs and sometimes share the same chassis. They will often have the following characteristics:

   a. Some are small in size (i.e. the size of a car), though many are larger.

   b. Most lack room to carry additional troops.

   c. Most are lightly armed; however, some may have a large main armament.

   d. Most have a wheeled suspension as it is quieter than tracks.

   e. Most are lightly armoured.

   f. Similar to APC/IFV in appearance.

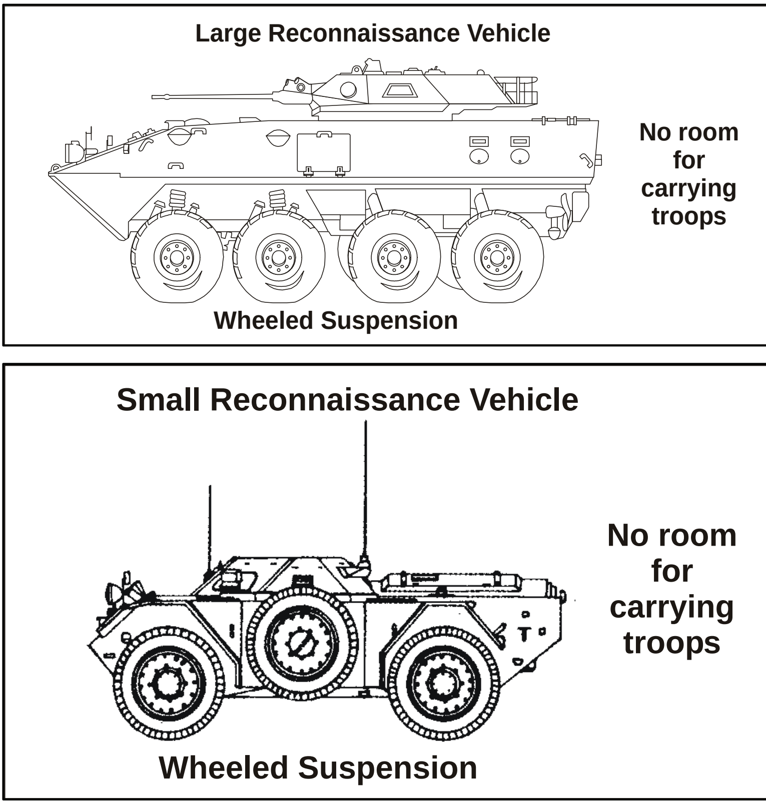


Figure 4-10: Examples of Reconnaissance Vehicles

455. ANTI-AIRCRAFT VEHICLES

1. Anti-aircraft vehicles may have the following characteristics:

   a. Multiple small calibre guns (under 57 mm) or missiles (these may be in square launch tubes).

   b. Either tracked or wheeled suspension.

   c. Radar dish and/or antennas.

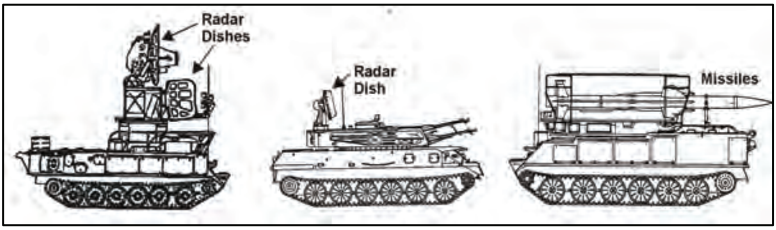


Figure 4-11: Examples of Air Defence Systems

456. COMBAT SUPPORT VEHICLES

1. These include vehicles such as bridge layers, mine clearers, recovery vehicles and engineering vehicles that support combat formations. They can be identified by the various forms of specialist kit on each of the vehicles that help accomplish their task, such as:

a. A bridge on top of a vehicle hull is a bridge layer.

b. Cranes, dozer blades or scooping devices indicate recovery and engineer vehicles.

c. Large rollers, ploughs and flails are found on mine clearing vehicles.

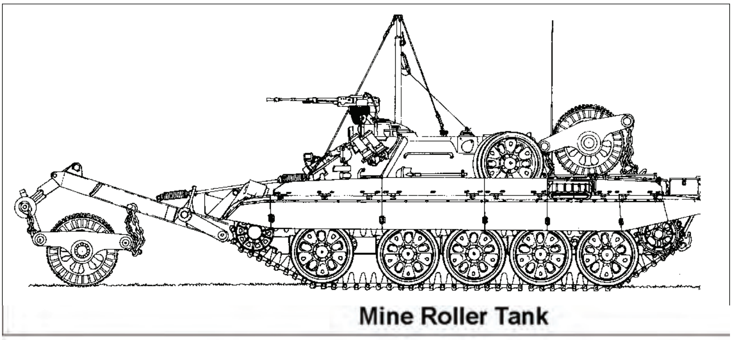


Figure 4-12: Examples of Combat Support Vehicles

457. AIRCRAFT RECOGNITION

1. The recognition of aircraft can be challenging. European, American and Asian countries have built their own types of aircraft. It is important to know the functional role of an aircraft more than its name. There are six main aircraft types:

a. Fighters.

b. Bombers.

c. Transports.

d. Airborne warning / electronic warfare aircraft.

e. Transport helicopters.

f. Attack helicopters.

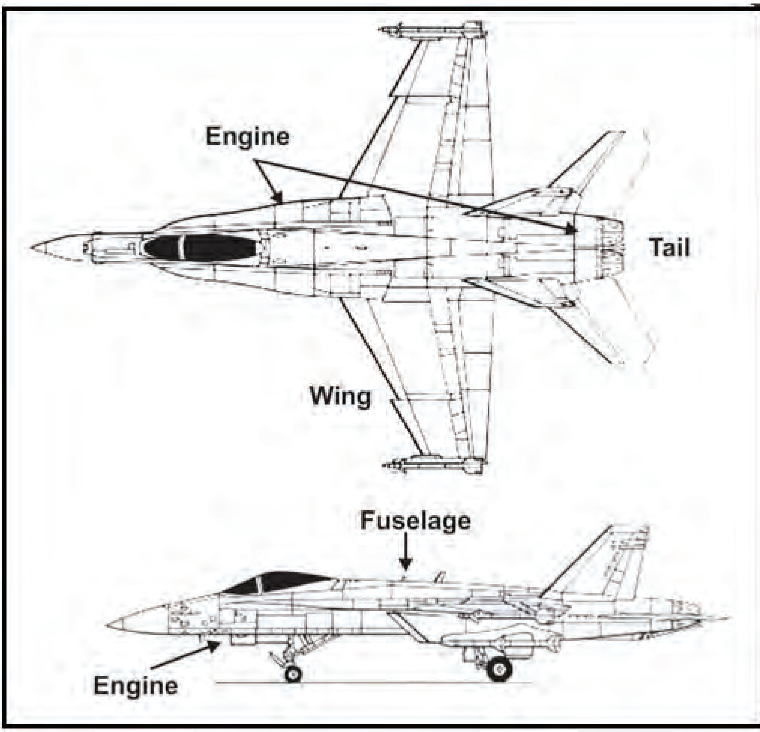


Figure 4-13: Aircraft Components

458. AIRCRAFT CHARACTERISTICS

1. Most aircraft share similar characteristics. Identifying these common elements will help to identify the role of the aircraft. There are four major components on every aircraft that are analyzed to determine its role. To facilitate aircraft identification, use the acronym WEFT:

a. Wing—this is the lifting surface of the aircraft.

b. Engine—this is the propulsion system of the aircraft.

c. Fuselage—this is the central body of the aircraft, designed to accommodate the crew, passengers and cargo. It is the structural body to which the wings, tail assembly, landing gear and engine are attached.

d. Tail—this area consists of the fixed vertical stabilizer, rudder, tail plane, elevators and control devices.

459. FIGHTER AIRCRAFT

1. Fighter aircraft can be used as interceptor, reconnaissance or ground attack aircraft. Interceptors control airspace and deny enemy aircraft access to the airspace. Reconnaissance aircraft locate targets visually or by using photographic or electronic sensors. Ground attack aircraft conduct attacks against ground targets, including interdiction and close air support missions. Fighter aircraft have the following characteristics:

a. Almost all have weapons mounted under or on top of the wings.

b. The engine(s) intakes are situated on the side or under the fuselage of the aircraft.

c. Most fighters are smaller than other types of aircraft.

d. They can have one or two tails.

e. The horizontal stabilizer/elevators are situated on the fuselage.

f. Maximum crew is normally two.

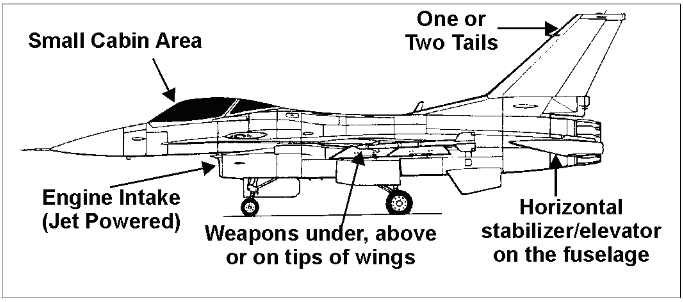


Figure 4-14: Fighter Aircraft

460. BOMBER AIRCRAFT

1. Bombers are designed to attack ground targets from high or low altitude. They can deliver nuclear and conventional munitions. Compared to fighters, bombers are usually bigger and slower. Bombers have the following characteristics:

a. They all have weapons mounted under the wings or in a bomb bay.

b. All modern bomber aircraft have jet engines and often have multi-engines.

c. Most strategic bombers have longer wings than other types of aircraft.

d. All have long tails.

e. The cabin area is larger on this type of aircraft.

f. The fuselage is longer and thinner than on other types of aircraft.

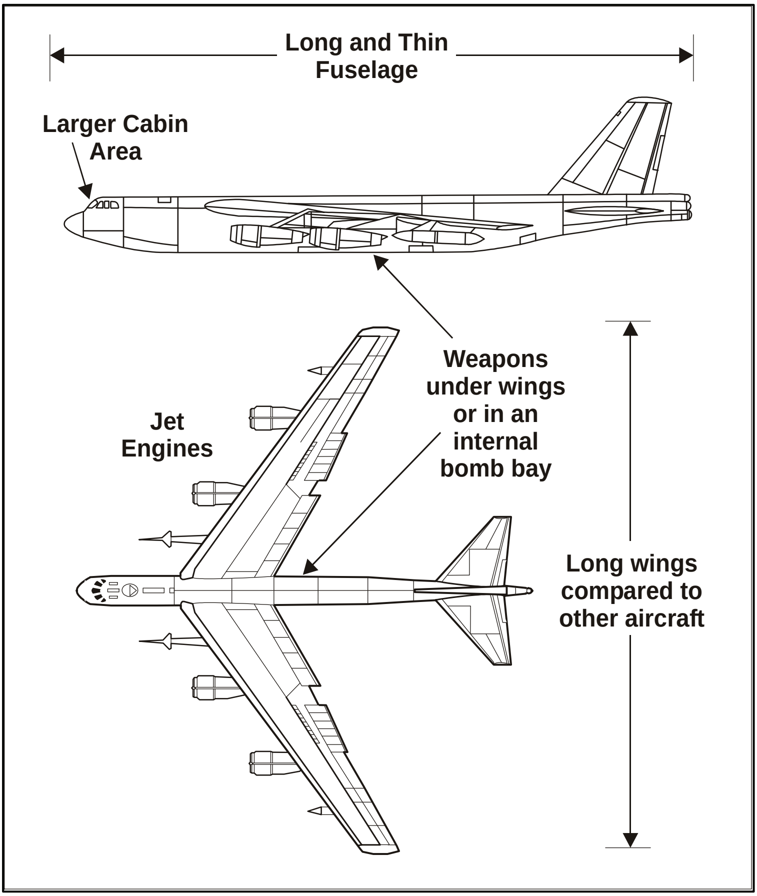
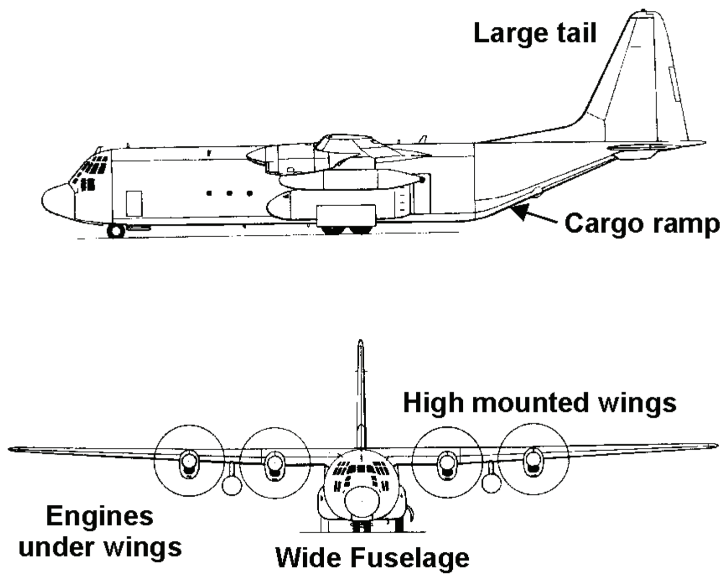


Figure 4-15: Bomber Aircraft

461. TRANSPORT AIRCRAFT

1. Transport aircraft are employed to transport material, vehicles or personnel. Compared to other types of aircraft, transports can usually operate from makeshift airfields.



Transport aircraft have the following characteristics:

a. High mounted wings.

b. Engines are situated on or under the wings.

c. Either jet or turbo-prop engines, normally with multi-engines.

d. Wide fuselage.

e. Rear cargo ramp to facilitate loading and unloading of material or personnel.

f. Large, high tail section.

Figure 4-16: Transport Aircraft

462. AWACS AIRCRAFT

1. Airborne warning and control system (AWACS) aircraft are employed to conduct deep electronic surveillance and airborne warning and control operations. AWACS aircraft have the following characteristics:

   a. A rotating dish or a dorsal pod situated on the top of the fuselage.

   b. Usually based upon civilian pattern airframes.

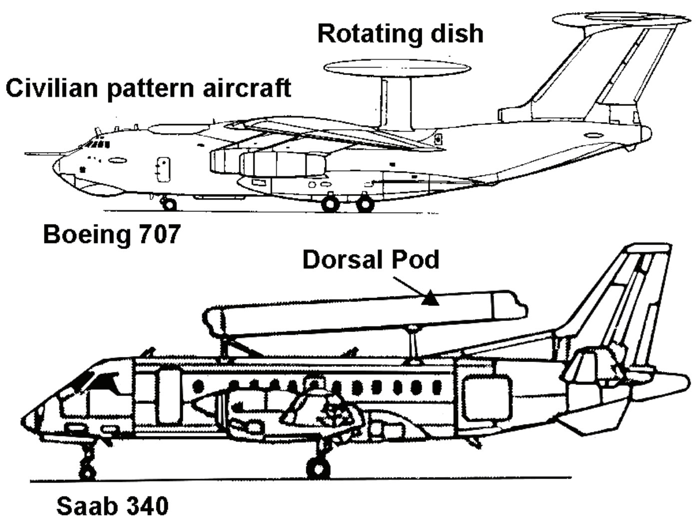


Figure 4-17: Examples of AWACS Aircraft

463. ELECTRONIC WARFARE AIRCRAFT

1. Electronic warfare (EW) aircraft often resemble attack aircraft. Their mission is to jam enemy communications and air defence radars. EW aircraft usually have an electronics pod and sensors on the tail or under the wings.

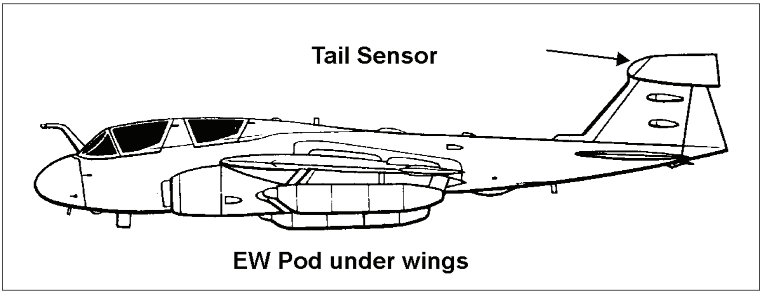


Figure 4-18: Electronic Warfare Aircraft

464. TRANSPORT HELICOPTERS

1. Transport helicopters move equipment and troops and have the following characteristics:

   a. They may be unarmed or have only machine guns.

   b. Usually they have a wide fuselage to accommodate troops and/or equipment.

   c. Some have two rotors.

   d. They are equipped with a rear ramp or a side door.

   e. The pilot and co-pilot sit side-by-side.

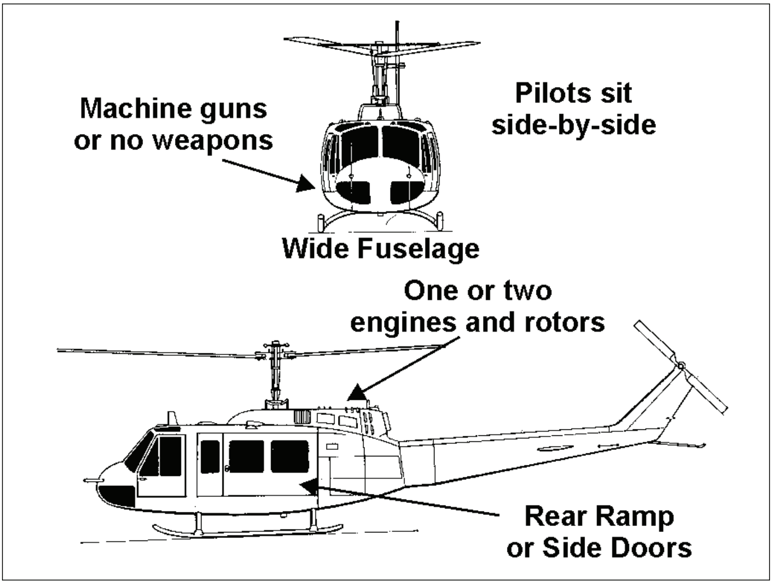


Figure 4-19: Transport Helicopter

465. ATTACK HELICOPTERS

1. Attack helicopters are employed to conduct patrol, escort, counter-attack and deep raid operations. Attack helicopters have the following characteristics:

a. Long, thin fuselage.

b. Weapons pods mounted on the sides of the fuselage or on winglets.

c. Cannons or machine guns mounted on the nose (chin) of the helicopter, often in a turret.

d. The gunner and the pilot are normally seated in tandem.

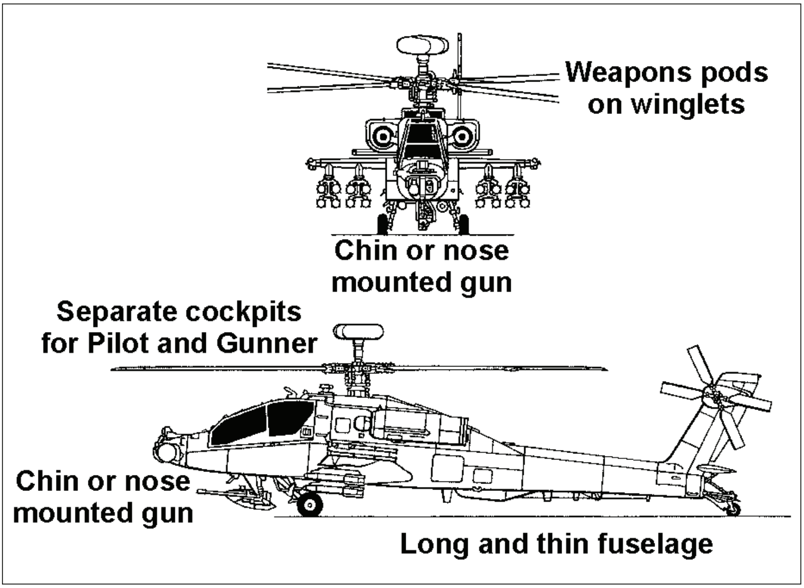


Figure 4-20: Attack Helicopter

SECTION 6
EVERYDAY DRIVING

466. VEHICLE RISK, SAFETY AND RESPONSIBILITIES

1. Most casualties in PSO are caused by traffic accidents or driving under off-road conditions. Traffic patterns, roads and terrain are often very different from the conditions most Canadians are familiar with. This calls for extra caution. It is vital that regular inspections and maintenance be carried out because recovery or assistance may be difficult to obtain. It is also essential to understand how to operate a standard four-wheel drive vehicle and be aware of the specific techniques and skills required for the mission area, including trouble-shooting techniques, winching operations, expedient recovery techniques, and protection against mines.

467. DRIVER RESPONSIBILITIES

1. SOP and regulations provide drivers with direction regarding their responsibilities for:

a. Protecting personnel attached to the Force and Force property.

b. Ensuring the safe and efficient operation of the Force's vehicle fleet, to enable the mission to fulfil its task with the utmost effectiveness and with traffic accidents/casualties kept to a minimum.

c. Maintaining good public relations and a proper Force presence in the mission area.

468. AUTHORIZATION TO TRAVEL IN AND USE FORCE VEHICLES

1. Personnel authorized to travel in or use Force vehicles are:

a. Mission members.

b. Non-mission members travelling in connection with official mission business.

c. Official guests of the UN, Canada or the mission.

d. Other categories of personnel may not travel in Force vehicles without prior approval of the contingent commander or senior Force staff.

469. DRIVER'S PERMIT

1. Just as one requires 404 to drive a CF vehicle, one requires a Force licence to drive a Force vehicle. This permit is often obtained upon the basis of an international and national driver's permit, and after having passed a Force driver's test.

470. DRIVER'S RESPONSIBILITY

1. Besides driving the vehicle in a safe manner, the driver is also responsible for:

a. Operator maintenance prior to, during, and upon completion of, the task (i.e. first, halt and last parades).

b. Ensuring that vehicle documentation is complete and the trip is authorized.

c. Ensuring that the vehicle load and equipment is complete and secure.

d. Reporting any defects or damage to the transport office.

e. Arranging for any vehicle servicing or repairs.

f. Executing the task.

471. VEHICLE DOCUMENTS

1. The following documents, where applicable, shall be available when driving a Force vehicle:

a. Force driver’s license.

b. Force identification card.

c. Vehicle registration card.

d. Vehicle maintenance card.

e. Traffic accident report forms.

f. Daily Trip Tickets.

g. Fuel coupons.

472. DAILY TRIP TICKETS

1. Daily Trip Tickets are used for every trip in order to:

a. Call attention to defects, necessary repairs and maintenance.

b. Ensure that the vehicle is inspected and checked daily.

c. Control the consumption of fuel and oil.

d. Control the movements of each vehicle.

473. DRIVER'S RESPONSIBILITIES IN FILLING OUT DAILY TRIP TICKETS

1. It is the responsibility of every driver to fill out the Daily Trip Ticket:

a. To record the distance travelled as soon as each trip is completed.

b. To indicate whether the trip was on duty or for personal administration (e.g. an authorized recreation run).

c. To record fuel and oil added.

d. To tick the appropriate box for operator's maintenance checks as they are carried out.

474. ACCIDENT PROCEDURE

1. Follow the mission SOP for accident reporting procedures. Such procedures normally include the following actions:

a. Stop immediately and give first aid to any injured parties.

b. Arrange traffic control if required.

c. Notify the local police and Mission authorities immediately.

d. Identify yourself and do not sign any written reports or statements until Mission assistance arrives.

e. Do not admit responsibility or blame.

f. Secure the vehicle.

g. Do not move involved vehicles until appropriate investigators arrive.

h. Complete the vehicle accident report from the vehicle documentation kit (report all damage, even the smallest amount, to the transportation officer or duty officer).

i. Record information on all witnesses and the particulars of the other driver(s) involved in the accident.

j. Photograph and/or make a sketch of the accident scene.

475. CROSS-COUNTRY DRIVING TECHNIQUE

1. When a vehicle is used off-road/cross-country it is most important that regular inspections and maintenance are conducted. Wear and tear is much greater than on normal roads and special attention must be paid to ensure that the vehicle is operating correctly. The following notes are intended to give guidance on some of the more important aspects of this driving technique:

a. Adopt a relaxed, upright sitting posture with a firm grip on the steering wheel. Contact between the left foot and the adjacent body side panel will improve body positioning and control.

b. It is generally desirable to use four-wheel drive. When the low range of gears is selected, four-wheel drive is engaged either manually or automatically (depends upon the type of vehicle).

c. Where the terrain is soft (e.g. marshy ground or sand), reduced tire pressure will increase the contact area of the tires with the ground. This helps improve traction and reduces the sinking tendency. Tire pressure should only be reduced in accordance with the vehicle operating manual and must be brought back to the standard pressure afterwards.

d. Where conditions are uncertain, do not drive blindly forward. Use a guide or get out of the vehicle to confirm the shape of the ground surface, location of obstacles and a suitable path. This will reduce the chances of damage and “bogging down.”

e. Before entering a difficult area, select a gear and remain in it while the obstacle is crossed. For most purposes, second or third gear in low range is the best option.

f. Make minimum use of the clutch and brake pedals. Braking on slopes can induce sliding and loss of control. For descending steep slopes first gear in low range should be selected, thus allowing the engine to retard forward movement without using the brakes.

g. Exercise care in applying the accelerator pedal as sudden power surges may induce wheel spin.

h. The momentum of a fast-moving vehicle will overcome drag and reduce the traction needed from the wheels. When it is clear that no obstacle is in the way to cause damage, a fast approach to steep slopes, soft sand, waterlogged sections, etc. is often effective.

i. Bearing in mind the action of the differential, select a path that provides similar conditions for wheels on the same axle. This principle should be applied, both to avoid dissimilar ground surfaces under opposite wheels, and also to assess the correct angle of approach to an obstacle so as to avoid wheels being lifted off the ground.

j. Be aware of the need to maintain ground clearance under the chassis and a clear approach and departure angle. Avoid deep wheel ruts, sudden changes in slope, obstacles, etc. that may cause the chassis to “hang-up.”

k. When fording, if the water is deep, slacken off the fan belt beforehand and avoid over-speeding the vehicle to prevent saturation of the electrical system. Put the transmission in a low gear. Maintain sufficient throttle to avoid stalling if the exhaust pipe is under water.

l. After being in water make sure that brakes are dried out immediately so that they are fully effective when needed again. This can be accomplished by driving a short distance at low speed with the brakes applied.

m. If the vehicle becomes immobile due to loss of wheel grip, accelerating will not help much, as it only spins the wheels and may in fact dig the vehicle in deeper. Dismount and make a plan to extract the vehicle. Where the vehicle is fitted with a winch, recovery will be relatively straightforward.

476. BOGGED-DOWN DRILL

1. A problem all drivers will have to face at one time or another is how to extricate their vehicle when it is stuck in mud, sand or snow. If a maintenance recovery (wrecker) truck is in the area the wrecker crew will solve the problem. You may also be assisted by another vehicle. However, most frequently you will have to manage by yourself with the means you have at hand. The aim of this section is to offer hints to solve your self-recovery problem.

2. **Preliminary Action**. At the first indication that your vehicle is becoming stuck, the following measures should be taken:

a. Disengage the clutch.

b. Lower tire pressure to the absolute minimum (10 psi) if necessary for emergency driving over a short distance.

c. Try to drive on.

d. If the use of lower tire pressure alone is not enough to free the vehicle, the procedures below should be followed:

(1) Clear away any debris. Shovel a clear path ahead of the wheels.

(2) Attempt to remove any obstacle (e.g. rocks, packed snow, parts of trees) that

may be piled in front of the wheels, bumper or chassis.

(3) It may be necessary to remove part or the entire payload to equalize the front and rear axle loads to improve traction on all four wheels. On the other hand, a vehicle gains better traction with a heavy load than with a light one. If your vehicle has to be pulled out with a recovery vehicle, unload only as much as necessary.

3. **Rocking**. Self-recovery can often be achieved by "rocking" the vehicle, alternately moving it backwards and forwards. The main point is to coordinate the use of the clutch pedal and accelerator with the vehicle's rocking motion. When the vehicle is stuck in soft soil or snow and is unable to roll back when the clutch is disengaged, the driver has to do the rocking by alternating between a forward gear and reverse gear. When it is possible to push the vehicle you can often rock it free by reversing until the backward motion ceases and the wheels start spinning, then moving quickly forward in an attempt to use the momentum now reached to get the vehicle over the obstacle ("bouncing" the vehicle by forcing the bumpers up and down may give the additional help needed).

4. If the above procedure fails, the following procedure may be attempted:

a. Get the vehicle moving forward.

b. When forward motion ceases and the wheels start spinning, disengage the clutch to allow the vehicle to roll backwards.

c. When the backward motion stops, engage the clutch and accelerate.

d. Proceed with this rocking backwards and forwards until the vehicle is free.

5. **Using a Jack**. A jack can be used to obtain traction and flotation directly under the wheels. The jack may also be used to lift a vehicle that is stuck in a hole as follows:

a. Jack up the wheel.

b. Fill the gap with any available material (boards, brushes, canvas, wire netting, rope ladders) to prevent the wheel from falling back again.

c. Remove the jack and attempt to drive out of the problem.

6. **Using a High Lift Jack**:

a. Lift vehicle until the tires are above holes or ruts.

b. Push vehicle to one side or the other so tires land on firmer ground

c. Give caution to the jack, as it may be a projectile once gravity takes over.

477. DRIVING THROUGH WATER

1. **Brakes**. Water thrown up under the vehicle is less likely to affect modern disc brakes. Make sure they work by testing them when it is safe to do so. If your brakes are slipping, check your mirrors to make sure there is no hazard, and then drive slowly while pressing your left foot on the brake pedal. This will dry your brakes. Make sure your brakes work properly before you resume driving at normal speed.

2. **Engines and Water**. Some types of diesel engines will tolerate a certain amount of water, but many modern fuel systems are electronically controlled and are therefore vulnerable to water saturation. All gasoline engines can be seriously affected by even small amounts of water being splashed on to electrical components such as engine fuel injection systems, coil, distributor, etc.

3. **Driving on Wet Roads**. Consideration should be given to the following when driving on wet roads:

a. Wet roads reduce tire grip. You will need more braking distance.

b. After a spell of dry weather, rain on the road can make the surface even more slippery due to dirt and rubber build-up. Take extra care, especially when cornering.

c. Give yourself plenty of time and room for slowing down and stopping. Keep your distance.

d. Your allowance for braking distance on a wet road should be at least double that for a dry road.

e. Be prepared for different road surfaces that might affect your tire grip.

f. Remember, the less tread on your tires the greater the braking distance.

4. **Water Spray**. Water spray can impair visibility or affect electronic control units, thus stopping the engine. Water spray can also be caused when you are passing or being passed by heavy vehicles. Sometimes even wipers working at full speed cannot keep the windshield clear. This results in the driver being temporarily blinded to conditions ahead. In these conditions, exercise common sense. Be aware of the potential risk in heavy rain or water spray conditions and slow down to a safe speed.

5. **Hydroplaning**. Hydroplaning is a serious hazard. It can occur when you are driving at speed in wet weather. Water build-up between the tire and the road surface causes your tires to “float,” losing full contact with the road and therefore reducing traction. If you have to stop suddenly, control can be lost.

6. When you brake in hydroplaning conditions your vehicle slides forward on a thin film of water, resulting in loss of control. A clear indication that this is happening is if the steering suddenly feels very light.

7. If you experience hydroplaning, slow down by easing up on the accelerator and never brake or try to change direction.

8. Avoid high speeds in wet conditions and steer clear of stretches of pooled water on the road. Even at lower speeds, if the front and rear on one side of the vehicle hit a patch of deeper water the vehicle may swerve due to uneven tire traction.

9. **Fording Shallow Streams**. Fording should be attempted only after careful reconnaissance. The following points should be observed when fording a shallow stream:

a. Check the bottom of the stream to determine how firm a support you can expect. Make sure that the water depth will not exceed your vehicle's fording limit.

b. As a rule, nothing is gained by attempting to use momentum in crossing streams because the force of the water may stall the vehicle or the water may drown the engine. Streams should be crossed slowly in a low gear.

c. If there is any danger that water will surge into the fan and be splashed around by it, the fan should be disconnected for the crossing.

d. After crossing a stream, brakes should be applied intermittently to make sure they are dry and reliable.

e. If a stream is wide, disconnect the exhaust manifold.

f. At the first opportunity after fording a shallow stream, wheels, crankcase, universal joint, differential, transmission and sub-transmission should be checked for lubrication and evidence of water or rust.

10. **Deep Water**. If the water seems too deep for your vehicle, turn back and find a more suitable crossing site. It might take a little longer, but it is safer than becoming stranded or swept away in deep water.

11. **Crossing Flooded Areas**. When you have to pass through a flood take your time. Stop and assess how deep the water is; do not just drive into it.

12. Sometimes roads likely to flood have depth gauges. Check the depth on these and keep checking as you drive through.

13. Drive in first gear as slowly as possible, but keep the engine speed high and steady by riding the clutch. Low engine speeds may result in a stalled engine.

14. Driving too fast may create a wave that floods the engine and drowns it.

15. After completing shallow or deep fording, ensure that proper maintenance is conducted (i.e. if necessary, change the differential gear oil, etc.).

478. SKID TECHNIQUES

1. Braking distances increase in wet conditions. If normal braking distance is 15 m, it could be 30 m or more when it is wet. Beware of changing road surfaces that can reduce the grip of your tires and make stopping more difficult. Any driver who has experienced a skid will remember having changed either the speed or direction of the vehicle immediately prior to the skid developing. Skids are usually caused by accelerating, braking or changing direction. This means that on slippery roads, less power in braking and steering should be applied to retain tire grip on the road.

2. **Control of Momentum Forces**. The forces described above act on a vehicle when the driver operates the controls, but they should never be permitted to become as powerful as to overcome the grip of the tires on the road. The following are the principal causes of skidding, either alone or in combination with one (or more) of the others:

a. Excessive speed for prevailing conditions.

b. Coarse steering in relation to speed.

c. Harsh acceleration.

d. Excessive or sudden braking.

3. **Types of Skids**. There are three types of skids, each requiring different control methods. It is essential that each type of skid be recognized in the early stages of development so that corrective measures may be taken. If a skid is allowed to develop fully, a driver will rarely find enough space to correct it. Concentration and good observation are essential if

skids are to be avoided. Quick reactions are necessary when a skid occurs.

4. **Under Steering—Front-wheel Skid**. Front-wheel skids can occur with front, rear or four-wheel drive vehicles, but are most common with front-wheel drive vehicles.

5. Under steering usually occurs on a corner or bend when the front tires lose their grip and the vehicle travels through a wider course than that intended by the driver. The first indication of under steering is through the steering wheel, which will feel lighter due to tire grip being lost.

6. The natural reaction is to apply more steering, but should the front wheels suddenly grip again the front of the vehicle will swerve and could transfer the skid to the rear wheels.

7. **Driver Action**. The following action should be taken to regain control of the vehicle:

a. Depress the clutch to remove the driving force to the wheels.

b. Release the accelerator or brake pedal.

c. Straighten the front wheels momentarily. Once tire grip is regained, steer gently in the required direction.

d. Match the engine speed to the road speed, and gradually re-engage the clutch. The importance of de-clutching must be stressed. Simply releasing the accelerator would create engine braking on the driving wheels and increase the skid.

8. **Over Steering—Rear-wheel Skid**. Rear-wheel skids can occur with front, rear or four-wheel drive vehicles, but are most common with rear-wheel drive vehicles. Over steering can be induced on a corner or bend, or along a straight road with adverse camber. If the rear wheels lose their grip on the road surface the rear of the vehicle may slide to the left or right.

9. **Driver Action**. The following action is necessary to regain control of the vehicle:

a. Depress the clutch to remove the driving force to the wheels.

b. Release the accelerator or brake pedal.

c. Turn the steering wheel in the same direction that the rear of the vehicle is sliding, until the vehicle comes back into line.

d. Match the engine speed to the road speed and gradually re-engage the clutch.

e. It is important to remember that as control is regained the front wheels must be brought back into line. Otherwise, a second skid could be induced in the opposite direction.

10. **Four-wheel Skid**. Four-wheel skids occur when all the road wheels lose their grip on the road surface. This is usually associated with excessive or sudden braking and the effect on the vehicle may be a combination of the effects encountered in a rear or front-wheel skid. On slippery surfaces the driver may experience a sensation of an increase in speed.

11. **Driver Action**. The action taken will normally be dictated by traffic conditions, but there is a need for a quick reduction of speed.

a. On dry roads, speed reduction is achieved by maintaining even pressure on the brake pedal.

b. On wet roads directional control is more important. In all cases on wet or slippery roads the cause of the skid is best eliminated by relaxing the pressure on the brake pedal, thus allowing the wheels to rotate again to regain control.

c. A four-wheel skid may be a progression from a front or rear-wheel skid that has not been corrected.

479. AVOIDING SKIDS

1. There is no better protection against skids than driving in a way that will avoid them. Drivers cause skids; skids do not just happen. Note the following advice:

a. On very slippery surfaces your stopping distance can be as much as ten times longer than on a dry road. Reduce speed and plan ahead.

b. Look out for signs of a slippery road.

c. Any wet road, even in summer, is likely to be slippery. Be wary of rain, ice packed snow and frost in shady places, wet mud, loose surfaces and wet leaves.

d. If you suspect the road is slippery, keep your speed down.

e. Your brakes will not get you out of trouble when your tire grip is poor. Brakes are far more likely to get you into trouble. Use engine braking. Shift to a lower gear in good time but be very careful with the accelerator and clutch, particularly in very slippery conditions. They can cause skids too.

f. Keep your vehicle in good condition. Brakes that snatch or pull unevenly are dangerous on slippery roads. An accelerator pedal linkage that is jerky can cause wheel spin.

480. BRAKING TECHNIQUES

1. **Brake Maintenance**. The brakes are the most important safety devices on a vehicle. They require routine checks and maintenance to work properly. Usually this maintenance is performed by vehicle technicians during routine inspections. However, there are occasions when the driver must take the initiative to maintain the braking systems. Most often this occurs in wet weather. The first action is to reduce driving speed; the second is to periodically check the stopping power of the brakes, and if necessary, dry the brakes by driving slowly for a short distance with a foot on the brake pedal.

2. **Emergency Braking**. On a slippery surface the vehicle can be stopped in a shorter distance by resorting to “cadence braking.” Cadence braking consists of a succession of

rhythmic pumps on the brake pedal. The brakes of any vehicle are at their most effective when they are at the point of locking up. The harder the brakes are pumped the better the effect. Therefore, no finesse is required in this operation. It is necessary for the driver to pump the brakes with deliberation rather than speed. The driver should also pause momentarily at the full extent of the brake pedal and not "bounce" the foot on and off the pedal. Resorting to cadence braking in an emergency will achieve a better all round braking effect and allow the directional control of the vehicle to be retained. It is important to depress the clutch pedal in order to cancel the driving force to the wheels. If your vehicle is fitted with an anti-lock braking system (ABS), this system does the cadence braking for you and so there is no need for the driver to pump the brake pedal.

481. WINTER DRIVING

1. **Introduction**. Winter driving skills are the most difficult to learn due to the wide range of potential hazards and snow conditions. This is even more of a problem in mission areas where winter driving conditions exist, as there is usually no effective snow removal program to clear the roads and many local drivers do not have cars equipped for winter driving conditions.

2. **Driving Tips**. Rain, ice and snow impose the most difficult driving conditions on all drivers. Your vehicle needs to be properly prepared. Perform these checks before you even start the vehicle:

   a. All lights must be clean and working.

   b. Windshield washers and wipers must work effectively and the windshield washer fluid reservoir should be full. Some anti-freeze agent should be added to the water.

   c. Anti-freeze must be in the radiator.

   d. Windows must be clean inside and out and free from ice, snow and condensation.

   e. Mirrors must be completely clean.

f. Tires must be inflated to the right pressure, with plenty of tread.

g. The battery must be fully charged and topped up.

h. Diesel engine vehicles must be filled with winter grade fuel.

i. Have tire chains (if available).

j. Check the weather forecast before you go and be prepared for the forecasted conditions.

3. **On the Road**. Speed is a crucial factor in difficult weather conditions and should always be lower than when the weather is good. Always keep a safe distance behind other vehicles and keep a keen watch on other cars, motorcyclists and cyclists in case they run into sudden difficulties. A good driver always bears in mind the characteristics of different weather conditions.

4. **Ice**. One of the most potentially dangerous conditions that drivers face is icy roads. To remain in control it is essential to do everything more carefully than normal. Slow down as soon as you are aware of ice and steer gently, avoiding harsh turns. Drive slowly on ice in the highest gear possible for that speed. If you have to brake, use short, even applications, not heavy sustained pressure on the brake pedal.

5. **Rain**. Rain makes roads perilous at any time of year, but in winter it usually means much worse visibility, particularly when there is heavy spray from other vehicles. Therefore, switch on low-beam headlights to see and be seen. Slow down and watch for large pools of water in heavy storms. Hitting these at speed can cause even the most experienced drivers to lose control. At night, rain worsens the glare from headlights so it is vital to keep the speed down in such conditions. When street lighting is good, use low beam headlights to reduce the glare all round, but use high beam headlights if you need them to see the road (dimming them as necessary to avoid blinding oncoming traffic). Stopping distances are much greater on wet roads so allow plenty of room between yourself and the vehicle in front.

6. **Snow**. One of the main problems driving in falling snow is poor visibility. Therefore, when driving in falling snow, switch on your lights. The other major problem is lack of adhesion to the road surface. This can even happen on roads treated with salt or sand until sufficient snow has melted. Thus, drive slowly on snow in the highest gear possible for that speed and, as with ice, manoeuvre gently and avoid harsh braking. Passing other vehicles requires much more care than usual. If you pass sanding or salting trucks, or snowploughs, the road ahead will probably be untreated and still treacherous. Children might be playing in towns and villages so watch out for them. Getting caught in severe snow conditions can be both uncomfortable and dangerous. If you must travel, take hot drinks, food, warm clothing or blankets and a shovel if severe weather conditions are forecast. Wearing a fluorescent band will make you more visible if you have to get out of your vehicle.

7. **Fog**. In winter, bad visibility frequently goes hand in hand with icy roads when freezing fog occurs. In these conditions, speed should be absolutely minimal. Low beam headlights should be turned on as soon as you run into fog. If fitted, turn rear fog lamps on if the visibility is less than 100 m.

8. **Hail**. Hail usually occurs unexpectedly and can be almost blinding for drivers. It does not usually last long, so slow down to a safe speed, turn low beam headlights on, and if you can safely do so, pull off the road until the storm blows over. For some time after a hailstorm the road will be slushy, so continue to drive slowly and gently.

9. **Winter Sun**. Winter sun dazzle is an underestimated hazard. The winter sun is lower in the sky so reduce speed and use your sun visor and sunglasses to lessen the dazzle effect.

482. VEHICLE MAINTENANCE IN WINTER CONDITIONS

1. In addition to normal vehicle servicing and maintenance requirements, there are a number of techniques appropriate to operating in extreme winter conditions. They are as follows:

    a. Fit windshields for armoured vehicle crews when moving in hatches open conditions.

b. Remove vehicle batteries to a warm location when vehicles are parked in very low temperatures.

c. Check battery electrolyte levels during last parade maintenance. After topping up batteries, ensure that the engine is run for approximately five minutes to allow water to mix with the electrolyte to prevent water freezing.

d. Check coolant and oil levels at first, halt and last parade maintenance. Also check for external leaks of coolant and oil.

e. Replenish coolant, oils and fuel with the correct amounts of authorized additives immediately after running, including anti-freeze for windshield washers.

f. Ensure that the coolant mixture is correct for the ambient temperature.

g. Check brake fluid levels at first, halt and last parade maintenance.

h. Drain braking system air tanks daily if fitted.

i. Check tire pressures at first parade and condition of tires—especially when studded—at first, halt and last parade maintenance.

j. Check security of tire chains (if fitted) at first, halt and last parade maintenance.

k. Park the vehicle correctly with engine facing downwind (to minimize wind chill) and position radiator blinds and windshield covers if fitted. If necessary, place timbers or brushwood under wheels to prevent tires freezing to the ground.

l. Insulate exposed fuel lines.

m. Keep snow and ice out of the fuel when refilling.

n. Do not perform unauthorized modifications to your vehicle.

o. Do not have headlights, radios or the heater turned on when starting.

p. On tracked vehicles, do not over-tighten tracks, especially when they are warm.

q. Do not add coolant, oils or fuel without the correct amounts of authorized additives.

r. Do not force stiff linkages. Metal and other materials become brittle with cold.

s. To avoid cracking, do not subject glass and optics to sudden heat.

483. WINTER SURVIVAL FOR DRIVERS

1. The following tips may save your life in winter driving conditions:

a. Carry a survival pack and adequate cold climate clothing.

b. Wear gloves when handling external vehicle components and equipment.

c. When route planning, allow adequate time for your journey.

d. Continuously check that the route ahead is clear.

e. Wear lip balm.

f. Wear sun goggles in conditions of extreme brightness.

g. Check in/out of vehicle checkpoints along the route.

h. Provide adequate ventilation in the vehicle cab.

i. Do not sleep in the cab with the engine running.

j. Do not leave your vehicle without adequate personal clothing.

484. DRIVING SKILLS AND TECHNIQUES IN WINTER

1. Driving in winter conditions requires skills and techniques that are not normally required when driving in

temperate climates. The most important differences are summarized below:

a. Separate the wipers from the windshield when parking for any period of time.

b. Pull your choke lever out, raise radiator blind and cover all glass areas before parking overnight.

c. Select level ground for parking.

d. When securing the vehicle in place, leave the hand brake off to prevent the brake shoes freezing to the drums, and chock the wheels or select an appropriate gear.

e. In extreme cold, start engines periodically and run them working temperature.

f. On tracked vehicles, remove ice from around tracks before moving off.

g. Allow diesel engines to idle for up to 15 mins before moving off. If fitted with a turbocharger, operate the engine in accordance with the user handbook instructions. Allow gas engines to idle up to one minute.

h. Warm up hydraulic fluid by engaging hydraulic components for approximately 10 mins prior to operation.

i. Drive away from overnight parking slowly for the first 100 m in first gear. This is necessary because your tires will have developed a frozen flat portion overnight that will not disperse until the tire is warm. It also allows moving parts, bearings and lubricants to warm up.

j. If at all possible, use a four-wheel drive vehicle in adverse road conditions.

k. Avoid sudden or harsh braking, accelerating or steering movement on slippery surfaces.

l. Be aware of the increase in stopping distances on slippery surfaces.

m. Engage the correct gear before ascents or descents and maintain momentum.

n. Remember, some road surfaces are higher than the shoulders.

o. If visibility becomes zero, stop and wait for better conditions.

p. Practise fitting and removing tire chains / spiked track pads prior to the onset of winter conditions.

q. Fit tire chains / spiked track pads, or remove track pads if conditions require.

r. Do not drive up to shoulder marker sticks as these do not necessarily mark the edge of the road and you may go over the shoulder or strike a mine.

s. Do not drive on soft snow at the edge of roads.

t. Do not drive down gradients in too high a gear.

485. DESERT DRIVING

1. **General Requirements**. The majority of desert driving will be done on poor roads or cross-country.

2. **Sand Storms**. Sand storms occur suddenly. If there are animals, such as goats or camels in the area, some warning signs may be observed in advance. Animals start fleeing in a direction away from the sandstorm. In light sandstorms, driving may be continued provided the same rules are observed as mentioned under winter fog conditions. If the flying sand is dense, the engine of the vehicle should be stopped to avoid sand in the filters and an engine break down. Take the necessary precautions to warn other travellers about the stationary vehicle.

3. **Sand Dunes**. Sand dunes across the road/tracks can be dealt with by speeding up the vehicle to a speed high enough to cross the dune (but not much more). Maintain a straight course while passing through the loose sand, keeping the front wheels pointed straight ahead. Do not attempt to turn. Keep a constant speed until you are on a firm surface

again. When drifting sand on roadways is hit at a high speed with a vehicle, the effect is the same as with snow-drifts; steering control may be temporarily lost.

4. **Stuck in the Sand**. When stuck in the sand you should try to reverse out in the same tracks you entered. If you are so firmly stuck that further assistance is required you should:

a. Lift the vehicle using the jack close to the stuck wheel. The jack should be placed on a piece of wood big enough to create a firm base for the jack.

b. Shovel the loose sand away from under the wheel.

c. Place sandbags (filled one third with sand) under the wheel to create a firm track and reverse slowly.

486. VEHICLE MAINTENANCE

1. **Maintenance and Vehicle Parades**. First parades and operator maintenance must be carried out every day and prior to a new trip if the driver cannot confirm if checks were already done that day. The following items should be checked during every first and halt parade:

a. **Engine Compartment**:

(1) Engine oil.

(2) Coolant.

(3) Battery.

(4) Windshield washer fluid.

(5) Belt tightness.

(6) Leaks and loose connections (hoses and electrical).

b. **Vehicle Exterior**:

(1) Tires, including air pressure.

(2) Brake line leaks.

(3) Tools, equipment and spare tire.

(4) Fuel tank and jerry can.

(5) First aid kit.

c. **Driver's Compartment**:

(1) Working lights, including brake lights and turn signal / hazard indicators.

(2) Working windshield wipers and washer.

(3) Horn.

(4) Seat position adjustment and seat belts.

(5) Mirrors adjustment.

(6) Confirm that there is a Daily Trip Ticket and other documentation.

d. **Immediately After Starting the Vehicle**:

(1) Monitor the oil and water pressure gauges.

(2) Monitor the charging of battery gauge.

(3) Monitor the function of other gauges.

(4) Test brakes and clutch.

(5) Check the vehicle mounted communications equipment (including a radio check).

2. **Maintenance Trouble Shooting**. Good maintenance and careful driving will generally help to prevent faults. However, from time to time it may be necessary to deal with a broken down vehicle. Fault-finding is a logical process to find, and if possible, repair a fault. Consider each component or group of components separately, examining the cause and effect in a logical sequence. This does not require an extensive prior knowledge of vehicle mechanics. First, identify the main group in which the fault is occurring (engine, transmission, steering, brake system, etc.), then trace the fault to a group of components (e.g. with an engine fault you may pinpoint it to the electrical, fuel or cooling system). Finally, determine whether you can fix the fault or whether you need to request recovery.

487. TROUBLESHOOTING CHECKLIST

AREA	PROBLEM	FAULT CHECK
Engine	Does not start.	Engine friction belts, battery, ignition system or compression
	Trouble running / lack of power.	Ignition system, fuel system, blocked exhaust, valve system
	Overheating.	Driving conditions, cooling system / fluid levels, ignition system, blocked radiator
	Noises, knocks or rattles.	Ignition, valves or low oil levels
Trans-mission	Excessive fuel consumption.	Driving conditions, fuel system, transmission oil level low, cooling system, rings, cylinder wear.
	Diluted or dirty oil.	Driving conditions, rings or cylinder wear, cooling system.
	Slipping.	Clutch.
	Does not work/move.	Differential, axle shafts, clutch, gearbox.
	Noise, vibration.	Gearbox, clutch, differential.
Brakes	Ineffective.	Brake fluid, adjustment, lining.
	Shudder.	Adjustment, wheel bearing, lining.
	Sticking.	Adjustment, lining, master cylinder.
	Pulling to one side.	Adjustment, lining, tire pressure.

AREA	PROBLEM	FAULT CHECK
	Overheating.	Adjustment, wheel cylinders, debris around the axle.
	Squealing.	Lining, brake drum, low on fluid.
Steering	Excessive slackness.	Adjustment, fluid level, wear.
	Wobble.	Tire pressure, adjustments, wheel bearing, wheel alignment, wheel balance, shock absorber.
	Heavy.	Tire pressure, adjustments, wheel alignment, or lubrication.
Suspension	Too flexible, squeaking, vehicle leans on one side or the other.	Springs, shock absorbers.
Lights	Poor or flickering.	Circuit, connections, battery.
	Will not turn on.	Fuses, bulbs, circuit, connections.
Starter motor	Will not operate.	Battery, circuit, pinion, connections.
	Lacks power.	Battery, circuit, communicator.
Generator	Does not charge.	Fan belt, circuit, connection, regulator, communicator.

488. THE IMPORTANCE OF TIRE MAINTENANCE

1. Your tires are your only contact with the road. The area of control is as small as the sole of a large shoe for each tire. Tires will not grip properly and safely unless they are in good condition. Make sure you check wear and tear and replace them when necessary. Tires can easily become damaged.

2. **How to Reduce Wear and Tear on Tires**:

a. Check tire pressure regularly.

b. Avoid driving over potholes and broken road surfaces. If you cannot avoid them, slow down.

c. Do not drive over or scrape curbs with the wheels as this will damage the wall of the tire and could cause a blow out later. Hitting the curb can also affect front wheel alignment. Have the steering checked if there are any signs of uneven tread wear.

d. Think and plan ahead. Avoid high speeds, fast cornering and heavy braking, all of which increase tire wear.

3. **Tire Pressure**. Points to consider with tire pressure are:

a. You cannot estimate tire pressure simply by looking at your tires (except when one is flat!).

b. Check your tires at least once a week. Do not forget the spare.

c. Use a reliable gauge and follow the manufacturer's guide for the correct tire pressure.

d. Check your tires and adjust the pressure when they are cold.

e. Remember to refit the valve caps.

f. The vehicle handbook will also tell you if you need a different pressure for different conditions. Generally, the pressure should be higher for a heavily loaded vehicle or for driving at high speed for a long distance.

4. **Burst Tires**. The main problem with a blown or burst tire is that the vehicle may swerve and lose control. This is made worse if you brake heavily, so avoid heavy braking and use as little braking as possible. When a blown tire occurs:

a. Grip the steering wheel firmly to check the swerving, but be aware of over correcting.

b. Let your vehicle slow down and stop at a safe place.

5. **Tire Condition**. Check the physical condition of your tires regularly. Some of the points to consider are:

a. Do not let grease or oil cover your tires.

b. Remove foreign objects (e.g. stones, etc.) caught in the treads. These can work their way in and cause serious damage.

c. Check that the inner and outer tire sidewalls are free from cuts and bulges.

d. Check to ensure that all tires have a good tread depth (at least one millimetre).

6. **Replace Worn Tires**. When worn tires are replaced, check wheel alignment, wheel balance, suspension and braking systems. If there is a fault, repair it as soon as you can; otherwise, tire wear will be excessive or uneven and steering will be difficult.

489. INTERNATIONAL ROAD SIGNS

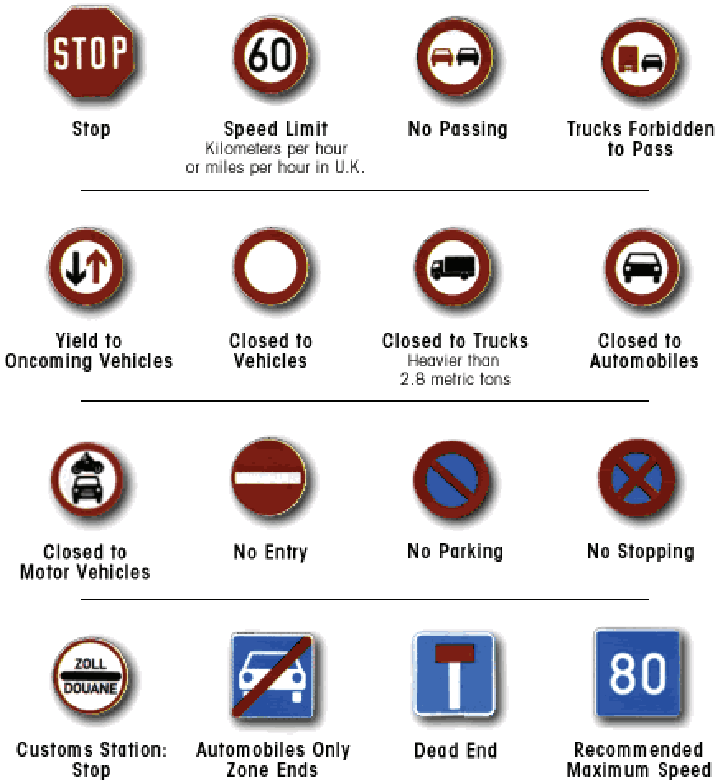


Figure 4-21: .International Road Signs

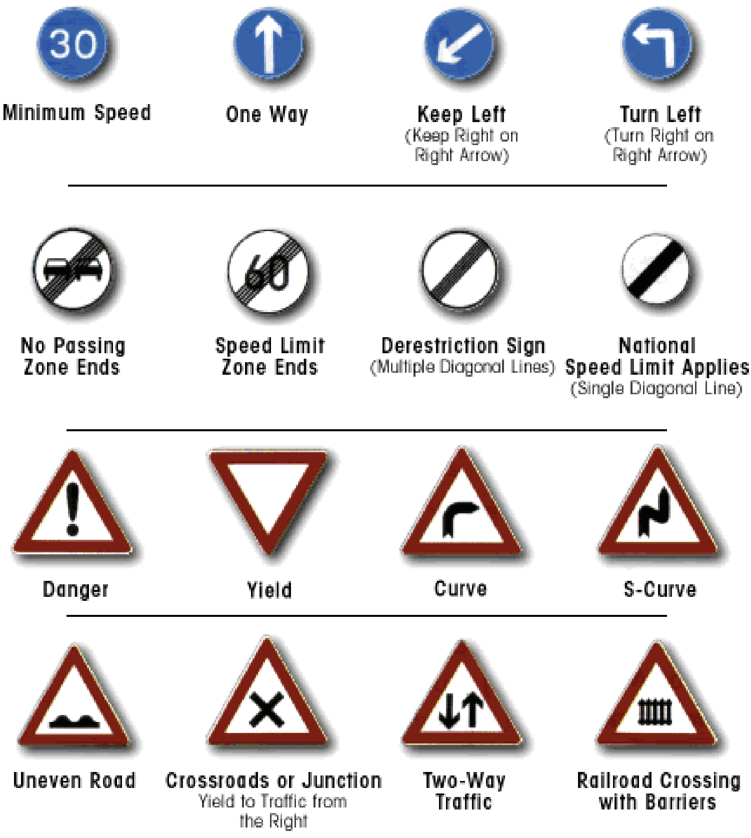


Figure 4-22: .International Road Signs 2

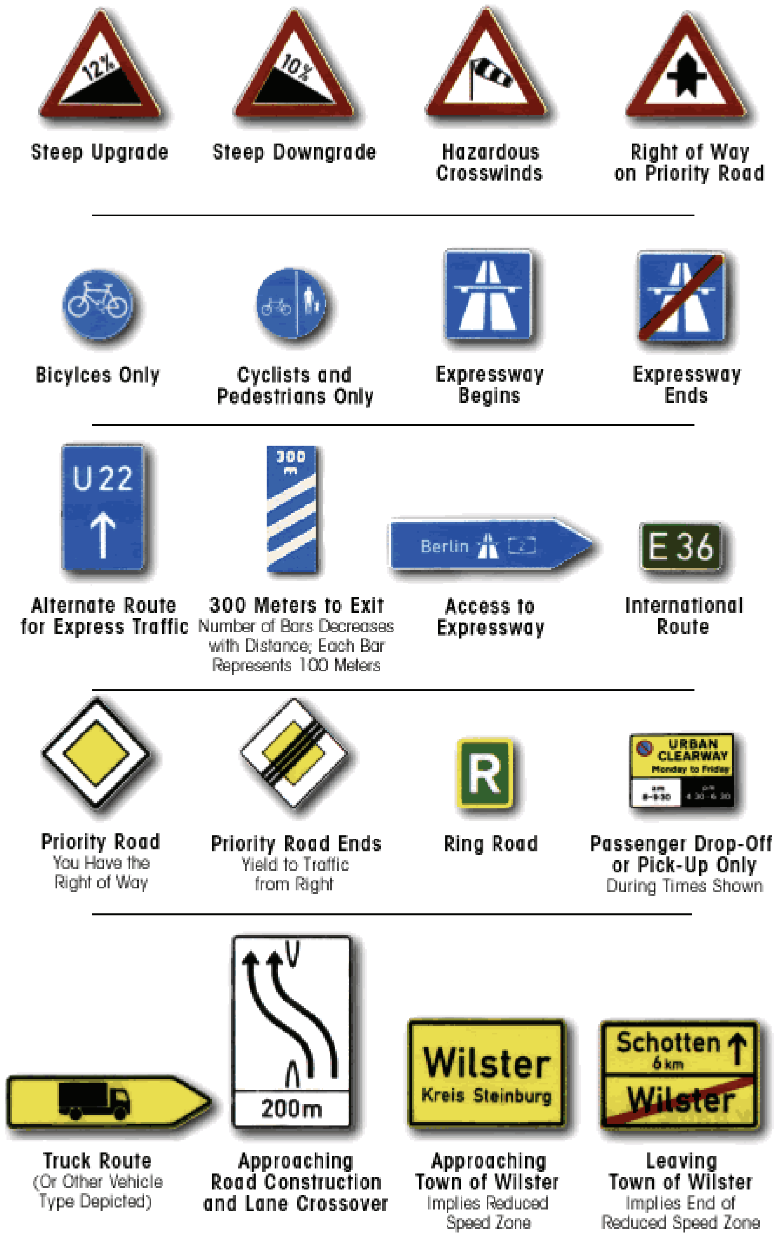


Figure 4-23: .International Road Signs 3

CHAPTER 5
MILITARY OBSERVER DUTIES

SECTION 1
INTRODUCTION

501. GENERAL

1. Officers selected as military observers (MilObs) ultimately function as extensions of the Chief Military Observer (CMO) and the Force Commander. They are a highly visible representation of both the mission and their nations, and must therefore be carefully selected. MilObs should be experienced, mature, fit and decisive officers, capable of independent professional thought with an emphasis on the ability to assess situations.

2. **Multinational Environment**. As a MilOb you will always work in a multinational environment and rarely with other officers from your own nation. Multinational environments also mean multicultural environments requiring that MilObs practise tolerance. As well, the Canadian military standard cannot be applied, as officer corps around the world vary in terms of professionalism, experience and training. Expect to be tasked in a command position and anticipate the need to be flexible and creative in how you lead your multinational team. Find and use individual strengths to build a strong team. Many of the MilObs from other nations will be working in English as a second language, presenting challenges in the execution of many tasks.

3. **Range of Military Observer's Duties**. In accordance with the requirements set out in the mission mandate, the following is a list of possible duties you will rotate through:

   a. Observation and reporting.

   b. Patrolling and escorting.

   c. Liaison.

   d. Verification and inspections.

   e. Investigations.

   f. Electoral monitoring.

g. Disarmament, demobilization and reintegration (DDR) of ex-combatants.

h. Establishment of observation posts (OPs) and/or operations centres.

i. Leadership roles (e.g. team or site leader).

j. Staff positions (e.g. operations officer, training officer, sector headquarters [HQ] duties).

4. **Characteristics and Challenges**. MilObs are unarmed and work in small numbers, often in close contact with the belligerents in areas where there may be severe post-crisis residue. Accommodations can range from the primitive to the crude. The mission can be in its infancy, making protection, freedom of movement and execution of tasks an extreme challenge. The mission can also be well established with all the amenities but little operational activity. Boredom and complacency can quickly become your greatest threats. These circumstances present many challenges that require the following strong personal and professional qualities:

a. Impartial—maintain impartiality and the awareness of the power of the perception of impartiality.

b. Professionalism and expanding professionalism—negotiation skills, intuition, non-linear thinking.

c. Diplomacy—effectiveness in a multicultural environment, patience with United Nations (UN) bureaucracy, relationships with senior HQs.

d. Disposition—recognize the power of “people skills” and a positive attitude.

e. Flexibility—be flexible and reasonable, not stubborn and stupid.

f. Initiative—use it and recognize that other nations may not because of military or civilian culturally imposed limitations.

g. Honesty—in dealing with associates and belligerents, resist opportunities for illegal activities.

h. Sense of humour—do not take yourself or the progress (or lack of) in the mission too seriously. Laughter relieves tension.

i. Patience—in completion of tasks and seeing progress.

j. Courage—needed when faced with high stress situations.

k. Appearance—practice self-care and remember it contributes to credibility.

l. Fitness—strength and a healthy mental and physiological state.

SECTION 2
OBSERVE AND REPORT INFORMATION

502. MILITARY OBSERVER'S ROLE

1. The main role of a MilOb is to observe and report. MilObs are a vital information collection and liaison resource for the CMO. As such, the observer is the "eyes and ears" of the CMO and the Force Commander. Observation is a skill. Observing objectively is a challenge. Routines and seeing the familiar can make us virtually blind to the obvious. Observing the absence of activity or sound can be significant. Effective observation is a result of attention to detail, situational awareness where the usual is well known, and the ability to make reasoned conclusions. Once you have good situational awareness trust your instincts when they lead you to believe something is wrong, different or missing. Many an experienced observer recognizes how being a MilOb parallels being a "street cop," where he knows the pulse, smell and personalities of his neighbourhood.

503. NOTE TAKING

1. You will take notes constantly. These notes should be considered "crown" property and potential evidence. Notes must contain enough detail to refresh your mind during the subsequent writing of more formal reports. The MilOb notebook parallels the military police (MP) notebook for good

reason. The numbered pages make their use as evidence more credible. Carry a notebook with you at all times. Your notes may contain sensitive information; control and secure them appropriately. While there is no policy on how long to retain your notes, the potential seriousness of events and activities you have reported on is a guide.

504. FOUR RULES OF INFORMATION

1. Observation results in the collection of information and is a constant process. The four rules of information are:

    a. Information must be timely.

    b. Information must be accurate.

    c. Information must be relevant.

    d. Protection and consideration of the source.

2. **Timely**. Information must benefit and support higher echelons of decision making in the chain of command, including the mission/UN HQ. In order to be useful, the information must be passed to the correct agency with a sense of urgency and in a timely manner. Even the most significant information arriving too late in the decision cycle could be useless.

3. **Accurate**. Information must be factual and substantiated. Suppositions must be clearly stated as such. Conclusions must come from an analysis of facts; guesswork is dangerous.

4. **Relevant**. Information must provide details relative to a particular situation or issue or answer specific requirements stated in a formal request. In this respect, MilObs must have a complete understanding of the mandate, the political situation, and the intent of the CMO. As a MilOb, you may not always see the initial relevance of information until it is collated at a higher level or laterally.

5. **Source**. Always consider why the information is being brought to your attention in the first place. What is the motivation of the source providing the information? What constitutes a reliable source? The source of the information must be protected against compromise or retaliation to ensure

its longevity. The source will exist long after you rotate through the mission. Reprisals against the source or the source's family are a threat. Word will spread quickly if there is even the perception of compromising information sources and the sources will therefore "dry up."

505. THREE STEPS IN INFORMATION COLLECTION

1. The three steps in information collection are:

   a. Step 1—collection of information by the observer (protect your source).

   b. Step 2—analysis of information.

   c. Step 3—reporting the information.

506. STEP 1—COLLECTION OF INFORMATION BY THE OBSERVER

1. Information collection is a constant process. It occurs through observation while stationary and on patrol. Formal and informal liaison with civilian locals, local bureaucrats and other military personnel all produce information. Information collection may be deliberate or non-deliberate. Be aware that the more information is handled, the more it risks being compromised. Patrol information is collected, collated and passed upwards. Sector information from multiple patrols and OPs is further consolidated, etc. The collection and passage of information through multinational handlers can contribute to the loss or changing of the information. Take your time; check, re-check and confirm.

2. **Deliberate Collection**. Deliberate collection occurs in response to a specific request, often on a specified subject. A plan is formulated to execute the collection mission and gather the required information.

3. **Non-Deliberate Collection**. Non-deliberate information collection occurs through discovery in an incidental manner (e.g. the discovery during a patrol of inappropriate activity by an opposing faction). Non-deliberate information may initially seem to have no relevance, but must be noted and collected.

4. **Sources of Information**. Observation and collection of information are constant processes. Sources include:

a. Aggressive patrolling (vehicle, foot, aerial and marine).

b. Routine liaison operations and visits.

c. Vigilant OPs.

d. Social activities.

e. Observing the habits of the local population, both civilian and bureaucratic (e.g. police, politicians, etc.).

f. Knowledge of activities in the area of operations (e.g. what is routine activity, who is a known entity, etc.).

507. STEP 2—ANALYSIS OF INFORMATION

1. Analysis and collation of information obtained is a deliberate process that aims "to fit the pieces of the puzzle together." Remember, any analysis is a subjective process based not only upon the information source but also your situational awareness, professional experience, inherent or cultural bias, etc. Always maintain clear, accurate and easily retrievable notes and records for future reference. MilObs must intelligently cultivate the ability to assess the facts and the implications of what has been observed. Consider the information source. Consider the possibility you are being "steered" or deflected by the information. In the analysis of information, having a suspicious mind is a good thing. Some tips to accomplishing analysis are:

a. Collect information from multiple sources for comparison purposes, thus confirming suspect information and the reliability of information in general. Multiple sources improve the accuracy and reliability of the information.

b. Analysis of "deliberate" information is done to achieve the aim of a specific collection task ("find out if…") assigned by the mission HQ.

c. Analysis of “non-deliberate” information is done to determine “what have we got.”

2. **Categorize the information**:

a. Factual or circumstantial.

b. Contributes to the collection task or supplemental?

c. Significant or background low-level information?

d. How reliable is the source?

3. Consider the environment and circumstances under which the information was collected. Consider circumstantial or third party information, particularly if it is validated/confirmed by more reliable sources, and use it to validate other information.

508. STEP 3—REPORTING INFORMATION

1. The main considerations in choosing reporting methods are time sensitivity, the amount of detail needed, and the security of the information (or the source).

2. **Verbal Reports**. These are usually sent by radio in the form of a situation report (SITREP) or other format. It is important to recognize that the opposing parties will monitor voice radios and will hear the information if sent by non-secure voice radio. Your message must not result in one side gaining an advantage or being compromised. A good rule of thumb is that any verbal reporting you do will be of information you are willing to hand to one or all of the belligerents.

3. **Non-Verbal Reports**. These include facsimile (fax) / email and written reports. This is the preferred method of reporting because it provides a hard copy of your observations and conclusions. The limitation of this method is the time required to prepare and transmit the data to those who need to see it in the chain of command.

SECTION 3—INFORMATION REPORTING

509. IDENTIFICATION OF AN INCIDENT

1. The observer in the field will be the first to identify an incident that requires a report. Often time may be at a premium and actions must be taken quickly. In this situation it is critical to have set procedures to collect, collate and transmit the essential details that must be received at the operations centre. It is important that the duty officer in the operations centre recognizes these situations when they occur and supports the observer in the field with proactive support, not undue criticism. Typically, the essential elements of information in most reports include the following five details:

   a. Time of the activity.

   b. Location in which the activity is occurring.

   c. Description of what is happening or being observed.

   d. Description of the action being taken by the observer.

   e. Whether assistance is required.

510. TEAM REPORTING

1. A team will normally aim to submit one report. Team members will have different interpretations of what was observed and may have observed dissimilar things. The team needs to compare and consolidate the information. Cooperatively observed information is discussed with all present in the team, then a report is drafted, transmitted to the next higher HQ and logged by the operations centre duty officer. In the rare instance that the observers cannot agree upon the information or the report to be submitted, each of the versions may be sent to reflect the different points of view and reporting detail. The report will contain a consolidated assessment—conclusion—by the senior MilOb (Team Leader). This conclusion will be what is reviewed first at the next level in the chain of command.

511. TRANSMISSION MEANS

1. In certain cases, such as vital or confidential information, a written report (usually submitted personally) will follow referring to the logging time and number of the initial radio message.

512. FACTS VERSUS ASSUMPTIONS

1. Report authors must not prepare reports that include assumptions without first defining the assumptions and the suppositions that flow from them.

513. CORROBORATION BY OTHER OBSERVATION MEANS

1. Whenever it is possible to do so, observations that have been reported should be verified by neighbouring Ops / team sites / positions. This will help the operations staff to make decisions or take actions with a clearer appreciation of the factors. The importance of knowing what other observers can see is vital in order to draw their attention to activities that may require their validation or corroboration. This corroboration may be difficult depending upon the national players. Be persistent.

514. UN REPORTING SYSTEM

1. The decisions taken by mission HQ or UN HQ are driven by reports received from the field. Hence, observers must appreciate the importance of their reports and the fundamental role that their reporting will play in the greater scheme of policy and decision-making. The basic procedures of reporting involve the following details:

a. The observer sees or hears an activity.

b. The observer evaluates the situation with the team.

c. The team drafts a report that contains the facts.

d. The team agrees on the content of the report, or exceptions are also submitted.

e. The operations centre duty officer receives the report and logs the information.

f. The operations section takes subsequent actions to deal with the report and to maintain the flow of information until the activity is resolved.

g. The operations section collates an overall report of the situation.

h. This collated information is transmitted to the next higher HQ (e.g. sector, force or mission HQ) and to neighbouring

i. UN organizations.

j. Higher-level evaluations and summaries are developed, which may influence strategic negotiations and mission reports to higher HQ.

k. Information that may directly affect a UN mission and its mandate may be brought to the attention of the UN Secretary General and Security Council for consideration and action.

515. IMPORTANCE OF DETAILED REPORTS

1. The importance of solid reporting by all agencies in a mission area is underscored when it is understood that the details from each entity often help to paint a larger picture for the Force Commander or his senior commanders.

2. It is essential for observers to remember that they initiate the flow of information and action. The initial report on any incident or observation—no matter how minor it seems—must be drafted and transmitted professionally with as much detail as possible. The observer must not try to filter information or attempt to judge its relevance to a higher HQ.

SECTION 4
OBSERVATION POST

516. DEFINITION OF AN OBSERVATION POST (OP)

1. An OP is the basic working platform for MilObs. An OP may not necessarily be a fabricated tower; anywhere that allows maximum range for observation may become an OP. OPs are established to cover an area of separation, buffer zone or demarcation line. In mission areas where the observers have to cover a large geographic area, OPs are named OP team-sites or patrol operation bases and are the control centres from which observers conduct observation and patrolling to cover their area of responsibility (AOR).

517. TYPES OF OPERATIONS

1. Common to all forms of PSO, observation is a primary responsibility of the observer and a basic requirement for maintaining peace. Without good observation the operation can fail. Some examples of operations where observation and observers are most needed are:

a. Where the opposing forces of each side face each other along international borders, armistice or ceasefire lines (e.g. Eritrea/Ethiopia 2000).

b. Where the opposing forces/communities are scattered in communal groups or enclaves throughout the area of operations (e.g. Bosnia 1992-1995).

c. Where the monitoring of and/or investigation into the movement of troops and/or weapons (real or suspected) is requested by one or more sides in a dispute (e.g. Lebanon 1958, Central America 1990-91).

d. Where distances are such that normal information gathering is difficult and reliance has to be placed on long and short-range patrolling (e.g. Congo 1999).

518. SITING AN OP

1. To achieve the necessary observation coverage in any operational area, careful map and ground reconnaissance is essential to ensure optimum coverage with the minimum expenditure of resources. A good PSO OP will probably not be at the safest of sites. To observe as much as possible, you must assume some risk. Remember, if you inherit what you consider a tactically useless site you have the right to move it or your observation activities. The siting of PSO OPs requires careful consideration of the following factors:

   a. OPs should be sited to maximize visibility throughout the assigned arc of observation.

   b. The ground should offer good conditions for radio transmission and reception.

   c. The location should be in an accepted "neutral" area where the observers are clearly recognized as such by the belligerents' ground and air forces.

   d. Be aware of any location being chosen on your behalf (e.g. for the convenience of another organization). It may not be suitable from an operational standpoint.

   e. Consider if the location inadvertently provides a shield or camouflage for a belligerent.

519. OBSERVER'S FUNCTIONS

1. The main functions of the observer are to monitor everything that happens within the assigned arc of observation and to provide timely and accurate reports on any situation, incident or suspicious occurrence that develops. These reports must be factual and impartial since they will constitute the cornerstone of successful peacekeeping. Inaccurate, careless or biased reporting can adversely affect the operational situation, and in the process, damage the image and credibility of the peacekeeping presence. See MilOb Duties, Section 5.1.

520. OBSERVATION TASKS

1. Observation tasks commonly relate to:

   a. Military incidents within the operational area (e.g. movement, incursions, construction, firing violations, etc.).

   b. Infringements of international agreements or conventions.

   c. Observance of armistice/ceasefire lines.

   d. Observance of local agreements and understandings approved by the belligerents.

521. OBSERVING AND REPORTING INFORMATION

1. Observations must be accurately passed to the next higher headquarters without delay and be accompanied by as much pertinent data as possible (e.g. maps, field sketches, diagrams, photographs where and when possible/permitted) and references to specific agreements/instructions. See Observe and Report Information, Section 5.2.

522. OP OPERATIONS

1. OPs should:

   a. Be manned on a 24-hour basis (if night vision devices are available) preferably with a minimum of two observers at each post.

   b. Have good communications links with their superior HQ as well as laterally with other OPs.

   c. Be sited, wherever possible, with an overlapping arc of observation with neighbouring OPs to permit verification and corroboration of each other's reports.

   d. Be clearly marked with very large signs for easy identification and protection from mistaken attack—every post should also fly a UN/Force flag that is clearly lit at night.

e. Have safe bunkers with alternative communications, medical supplies, emergency rations, water, accommodation stores, etc. During the Yom Kippur War in October 1973, many UN Truce Supervision Organization (UNTSO) observers on the Golan Heights spent up to 16 days in their bunkers without relief or re-supply and those on the Suez Canal took refuge in their bunkers while the initial battles were fought around and over their heads.

f. Be surrounded, where necessary, by a perimeter fence for security, the siting of which should allow for a small but adequate post compound for the parking of vehicles and equipment such as generators.

523. OP STORES AND EQUIPMENT

1. The inventory of stores and equipment normally required for an OP is defined in standing operating procedures (SOP). OPs now contain more expensive equipment: laser-safe binoculars, radio equipment, computers, etc. Prepare to secure such items appropriately. As team leader you will sign for equipment over which you do not have daily control, but for which the UN administrators will hold you accountable. Do a thorough inventory. The UN may not provide you with laser-safe binoculars; they are a must.

524. DOCUMENTS AND FORMS

1. Non-computer based documents and forms, with instructions regarding their completion, should be available in sufficient quantities at each OP.

525. LIVING CONDITIONS

1. Observers must be prepared to exist under difficult conditions at the start of any observation operation. It is probable that they will have only a vehicle, tent and some rations to set up their OP. Operating conditions are likely to be demanding, with a resultant detrimental effect on efficiency until a static OP is established. Once a permanent OP is

established living and operating conditions will improve, thereby contributing to the efficiency of the operation. Expect to be living 24/7 for periods of time at the OP.

526. SPECIAL SITUATIONS

1. In operations covering immense areas of terrain (such as the Congo and the Western Sahara) the more traditional methods for observing and reporting are not practicable. In these circumstances observation tasks are likely to be confined to centres of population and of communication, and are mainly conducted for localized impact. The passage of information to higher and lateral HQ requires the installation of a high frequency (HF) or ultra high frequency (UHF) area communications system that is outside the network of civilian telecommunication capabilities.

527. CHECKPOINTS

1. **Description**. A checkpoint is a self-contained position deployed on a road or track to observe and control movement into and out of a buffer zone or demilitarized zone (DMZ). Permanent checkpoints are established on the main access routes and cannot be moved or closed without the authority of the Force Commander. Temporary checkpoints may be set up on minor routes, usually on the authority of a sector (battalion) commander, although authority may be reserved to the Force Commander. Checkpoints should be well marked with signage, flags, etc.

2. **Tasks**. The typical tasks for a checkpoint are:

   a. Control movement and entrance to a DMZ, particularly during a crisis.

   b. Confirm identity of personnel.

   c. Prevent the smuggling of arms, drugs and contraband.

   d. Control refugees.

   e. Act as an OP.

528. PREPARATION FOR OP DUTY

1. A tour of duty at an OP can vary from seven to 30 days. The number of observers at an OP can also vary from two to 12. The OP may be isolated or geographically close to sustainment facilities. Obviously, these factors affect the preparations to be undertaken by observers prior to commencing their tour of duty.

2. **Clothing**. Even when working in a tropical climate there may be the need for warmer clothing, especially if the weather can change rapidly from one extreme to the other. A sleeping bag is a vital item, especially under conditions where observers are forced to operate in wet and uncomfortable shelters. The rule of thumb is to be prepared for a longer stay and worse weather conditions than anticipated.

3. **Food**. MilObs usually have to buy their own food and prepare their own meals. Some points to consider:

   a. In a two-man OP, the normal routine is that observers prepare meals for each other every second day.

   b. In OPs with more observers, the routine for meals can vary. It is important to note that different nations have unique food preferences and habits that must be accommodated within the team.

   c. In some cases observers have to bring all food, beverages and snacks required for the entire OP tour of duty; in other cases it may be possible to receive periodic resupply.

   d. Locally obtained food may contain harmful bacteria. See Heading 2134, for food preparation tips.

   e. For emergency situations, when observers are forced to stay inside their compound, emergency rations and water are stockpiled at the OP.

529. BRIEFING BEFORE LEAVING FOR OP DUTY

1. In most missions the departure procedure requires observers to report first to the senior HQ to obtain a briefing on the situation in the AOR. This briefing is given by a senior operations officer and may include the following:

   a. Deployment of troops and observers in the AOR.

   b. Incidents over the last 24 hours, several days, or week(s).

   c. Restricted areas.

   d. Changes in SOP, routine orders or safety regulations.

   e. Update brief by the Military Information Officer (MIO).

530. VISITS BY HQ STAFF

1. HQ staff regularly visit OPs. Before departing the HQ for an OP, staff should contact the supply officer and mailroom to determine if there are any supplies or mail to be delivered to the OP. The most common way to visit an OP is by road, though in some missions visits can be carried out by air. The HQ will track the movement of all vehicles that are driving in the AOR. Most missions have developed a vehicle reporting system. This is established by having reporting points in easily recognizable places; mission personnel report by radio when passing these points. This maintains an overview of everyone's location in the area and provides the basis for an emergency response if required.

531. DRESS ON DUTY IN AN OP

1. Observers on duty in an OP normally wear combat clothing with identifying accoutrements (e.g. beret and brassard). The required identification cards are carried at all times.

532. CARRIAGE OF PERSONAL WEAPONS AND AMMUNITION

1. UN MilObs are not armed. To maintain neutrality, they must carefully observe the prohibition against carrying weapons or ammunition of any kind.

533. CONDUCT OF OP DUTY HANDOVER

1. SOP will define the procedure to follow when taking over an OP. The following is an example of a two-man OP handover.

2. **Move to a Viewpoint for Operational Briefing**. Both the outgoing and incoming team will go to the OP platform. The outgoing team will deliver an operational brief that may include:

a. Ground orientation.

b. Cardinal points.

c. Significant natural and manmade features.

d. Built-up areas.

e. Adjacent OPs and mission positions.

f. The DMZ and its borders (described both from the map and related to the ground).

g. Occupied and unoccupied belligerents' positions.

h. Belligerents' organization, strength and equipment (particularly weapons).

i. Additional information.

j. Summary of incidents during the current tour of duty.

k. Review of the OP log book.

3. **Inventory Handover**. When the incoming observers are satisfied with the situation, the senior observers will handover all the inventory of the OP. This handover should be carried out carefully because observers may be held responsible if something is missing. A copy of the inventory

list, together with a copy of the period operational report, log sheets and other written reports, will be submitted to HQ by the outgoing team.

4. **Equipment Check**. The OP compound is toured and equipment familiarization is completed (e.g. starting the generator, radio checks, emergency shelter inspection, fuel check, fire fighting equipment check and water supply system check).

534. ESTABLISHING OP ROUTINE

1. The senior MilOb is normally responsible for determining the observers' daily routine and shifts. Normal rotation will be a period of observation duty followed by a period of rest and then a period of duty in the operations centre. SOP define these work and rest ratios. Sub-routines will be established to rotate responsibilities for daily living between the members of an OP.

2. On a daily basis it is quite common for one member to take care of observing and the external compound while the other takes care of the living quarters, office and cooking. The aim is to share the workload as a team, executing the operational mission and maintaining administrative activity. It is normal to do some physical training daily to maintain mental and physical health.

3. **Operations Centre—Command Post Duty**. Observers may be employed as operations officers or duty officers in the operations centre. This duty requires them to monitor the radio nets, support the activities of deployed observers, and complete operations reports that collate mission activities.

535. OBSERVING

1. OP observers must be intimately familiar with their AOR. The different positions and buffer zone boundaries must be well known on the ground and as related to the map. Any movements, improvements or reinforcement of any positions should be observed carefully. SOP will state the kinds of incidents to be reported. These may be shooting incidents, the movement of armed personnel across borders, aircraft

violating the buffer zone, etc. When an incident occurs, the immediate action is typically as follows:

a. Both observers go to the OP platform.

b. Other Ops / mission positions are alerted.

c. The incident is tracked on the ground and plotted on the map.

d. SOP are followed and the incident is reported until it has ceased.

536. REPORTING OF INFORMATION

1. In all missions there are special forms for each type of report. It is essential to avoid sending reports electronically that if intercepted offer an advantage to, or compromise, one side. In these situations an additional written report is delivered to the HQ. Note the following:

a. If observers cannot agree on a report, individual reports should be transmitted.

b. Only the facts are reported and no assumptions of any kind are offered.

c. Common sense is a key ingredient to successful reporting.

537. TYPICAL UN REPORTS AND RETURNS (SEE CHECKLISTS)

1. While SOP will define the formats and types of reports, typically the following reports and returns are filed by observers:

a. Situation Report (SITREP).

b. Internal Situation Report (Internal SITREP).

c. NEW YORK SITREP.

d. Incident Report (INCREP).

e. Weekly Information Summary Force HQ.

f. Weekly Information Summary (INFSUM).

g. Monthly Duty Roster.

h. Location State (LOCSTAT).

i. Monthly Location and Equipment State (LOCSTAT and EQPT STAT).

j. Staff Lists.

k. Shots Report (SHOTREP).

l. Shots Summary (SHOTSUM).

m. Air Activity Report.

n. Sea Activity Report.

o. Summary of Incidents.

p. Breaches of Ceasefire Report.

q. Number of Persons Killed, Wounded and/or Missing in Action.

r. Incident of Firing on Mission Troops.

s. Order of Battle (ORBAT).

t. Weekly Training Program.

u. Report on Tour of Duty (Contingent).

v. Notification of Casualty.

538. NIGHT ROUTINE

1. The routine to be followed during the hours of darkness varies between missions. Rarely will any patrol movement be made at night as identification of the patrol as UN/neutral is extremely difficult. In some missions, observers stand down after last light. The radio is monitored to maintain vigilance and readiness. In other missions, observers are issued with night vision devices and radar, and surveillance is maintained on a 24 hour basis. Electronic and acoustic devices may cover sensitive areas.

2. White light or other forms of illumination may be used to confirm sightings and warn intruders. This has a deterrent effect. Care needs to be taken not to direct searchlight beams or to operate other forms of illumination across buffer zone boundaries to illuminate the belligerents' front lines. This may be interpreted as unfriendly or hostile or perceived as activity by another belligerent. Searchlights fitted with dispersion screens may be used to floodlight areas up to 100 m without

risking an infringement of the agreement near the edge of the DMZ.

539. ACTION ON BEING SHELLED OR SHOT AT

1. If the OP is shelled or engaged with small arms fire, observers should move to the OP shelter and report the situation. Under no circumstances should observers take avoidable risks. The most important aspect is to avoid being shot and then, if circumstances permit, to observe and report.

540. PATROLS FROM OP BASES

1. In accordance with SOP, patrols may be conducted from OPs along specified routes. Typically an OP patrol will be conducted as follows:

   a. Patrols consist of a minimum of two observers who are never from the same country.

   b. Patrols are required to be in radio contact with the OP base or unit HQ at all times, usually at 20 or 30 minute intervals.

   c. The patrol is conducted in an alert but non-aggressive manner.

   d. If patrols are given a friendly wave by sentries of either belligerent, they may return the greeting (the key is impartiality and friendliness, tempered by operational efficiency).

   e. Patrol commanders may only carry an unmarked map in order to navigate and record the locations of incidents.

541. LOG KEEPING

1. Log sheets are kept in every OP. Master logs are kept at each OP base. These are important documents from which reports are written. All activity, by either belligerent or by friendly forces or civilian police (CIVPOL), shall be recorded in the OP base log. In particular:

   a. Logs may be made available to any mission official.

b. Logs shall be periodically checked by HQ staff.

c. Logs shall record the follow-up action for every recorded incident.

d. Logs are to be used for the initial recording of local agreements which, once recorded, shall be relayed to HQ.

542. OP CONCEPTUAL LAYOUT

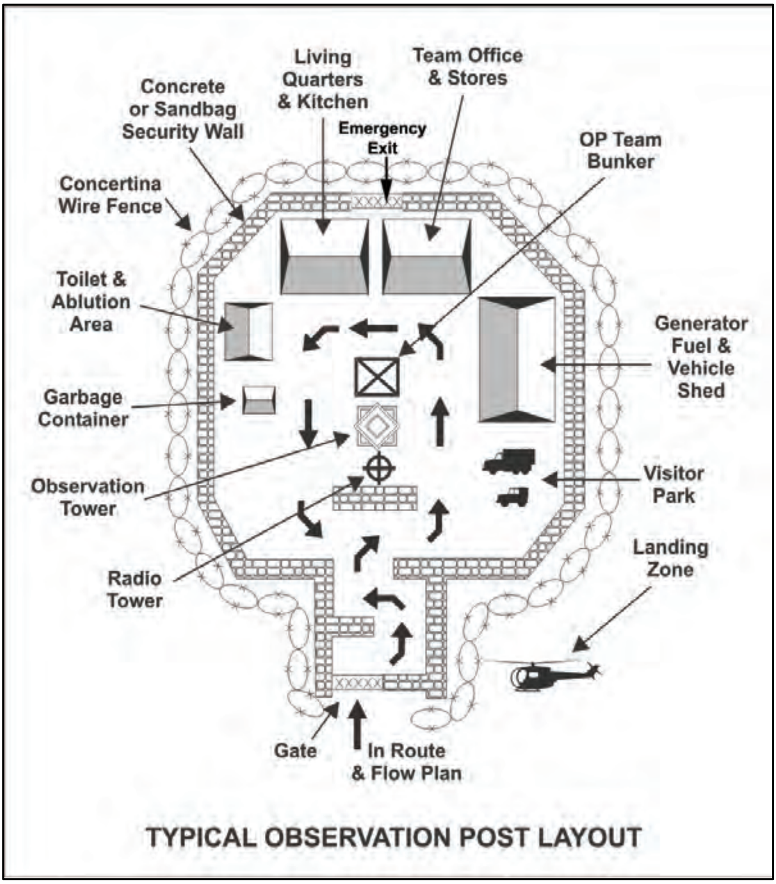


Figure 5-1: Conceptual Layout of an Observation Post

1. This is a conceptual layout of an OP. The actual design will vary according to the scope of the mandate, the nature of the observation duties to be performed, and the physical site.

SECTION 5
PATROLLING

543. PURPOSE OF PATROLLING

1. The basic purposes of patrolling are:

a. Information gathering.

b. Investigation.

c. Supervision.

d. Publicizing a presence.

544. PATROL TASKS

1. Specific patrol tasks will be described in greater detail in mission SOP. Typically, these tasks include the following activities:

a. Observe ceasefire lines and monitor ceasefire agreements.

b. Gather or confirm information through local civilian contacts.

c. Observe areas which cannot be observed from OPs.

d. Reassure isolated communities.

e. Inspect existing or abandoned positions.

f. Conduct inspections or verifications.

g. Investigate incidents.

h. Provide a physical link between adjoining but relatively isolated friendly positions.

i. Carry out mobile OPs.

j. Carry out observation from isolated and unoccupied OPs.

k. Demonstrate the Force presence in the area.

l. Exercise Force freedom of movement.

545. PATROL TYPES

1. Information is collected through observation at OPs and through patrolling. The patrolling method(s) chosen will depend upon the nature of the terrain, the extent of the operational area and the suitability of the equipment available within the Force. It is probable that vehicle and foot patrols will be the basic means employed in most Force-level operations and missions. Aerial patrols depend upon the availability of light aircraft or helicopters and are a means to collect information and demonstrate presence in remote areas.

2. **Vehicle Patrols**. Missions depend on vehicle patrols, usually of one to two vehicles containing two to four personnel. An observation mission does not normally have sufficient personnel to mount the larger type of patrols more common to NATO operations where sections or platoons are often employed. Availability of appropriate vehicle types is a limitation to which areas can be patrolled. Routine patrol routes and timings may be established. Patrols may also be conducted at random.

3. **Foot Patrols**. Foot patrols remain the conventional basis upon which any patrol system will be operated. Although their operational manoeuvrability is restricted, foot patrols have greater access to areas denied to vehicular patrols for reasons of climate or terrain. For this reason, foot patrolling remains a fundamental way to collect information, conduct informal liaison and show the flag. Whereas a vehicle can be plainly marked to indicate its identity, a foot patrol needs a distinguishing symbol visible at an appropriate distance in order to avoid being mistakenly identified and fired upon. One member of the patrol should carry a banner, flag or placard where it is most visible (e.g. a flag attached to a radio antenna). All members of the patrol should also wear a distinctive item of clothing (e.g. blue beret or helmet) that is likewise recognizable at an adequate range.

4. **Aerial Patrols**. Aerial patrols can be undertaken by helicopter or light aircraft. The hover capability of helicopters

makes them particularly appropriate for general observation and on-site reporting of incidents taking place on the ground. All air patrols must be coordinated and carefully planned jointly by the patrol leader/observer and aircraft captain. The latter is in complete command of the aircraft and the flight manoeuvres it performs. The patrol leader must not interfere with or countermand any flying instructions issued or decisions made by the pilot. All flight details should, therefore, be agreed upon before the patrol begins; adjustments or modifications can be made as a result of joint consultation during the patrol. It is inappropriate and unwise to appoint the pilot of the aircraft to act as aerial or primary observer. The pilot's responsibility is to fly the aircraft. The observer's role should be performed by the co-pilot or a trained ground observer. The pilot can, however, act as secondary or confirming observer. All aerial patrols should have at least a pilot and an observer.

546. DAYLIGHT OPERATIONS

1. In UN operations, patrolling of any kind is likely to be confined to daylight hours in those areas where armed confrontations exist.

547. NIGHT PATROLS

1. Night patrolling creates considerable problems regarding the identification and security of personnel. After dark, when identification becomes difficult, belligerents' front line troops are more liable to be nervous and confused and apt to fire without hesitation at anything they see or hear. The danger of mistaken identity is very high and MilObs will be at risk when patrolling between opposing front line positions at night. Therefore, night patrolling is likely to be restricted and often discouraged. Night patrolling is generally considered unsuitable for UN peacekeeping and is not recommended except where the security of such patrols can be ensured. Even then, precautions must be taken.

2. **Night Patrol Precautions**. Precautions to be taken when planning and mounting night patrols must be specific, clearly defined and strictly enforced. Any inattention to detail by the planners and any lack of adherence to procedure on

the part of the patrol itself could lead to unnecessary loss of life or injury. Every member of the patrol must comply completely with the instructions given. To reduce the chances of mistakes and misunderstandings, the following precautions should be taken:

a. Night patrol programs should be cleared with the military HQ of the belligerents before they are conducted.

b. Advance notice of any patrol activity should be passed to the same HQ in sufficient time for the latter to notify their own units (down to the lowest level) in the area in which the patrol is to operate. Advance notice should include details of type and size of patrol, its route, the times that it will be out and in, and any distinguishing symbols or identification aids it will be carrying. When communications between the peacekeeping force and the belligerents are unsatisfactory, it is advisable to establish a liaison officer with a radio link at the HQ concerned. Thus, any interference with the progress of the patrol can be reported at once and action can be taken to have the interference ended.

c. The patrol commander should maintain continuous radio contact, reporting in at specific times agreed in advance, and reporting immediately if anything affects the patrol's progress, timing or route.

d. Each member of the patrol must wear a distinguishing symbol. The patrol must carry an identification aid that is visible at a distance in the dark. This could be a lamp, a flashlight shining on a flag or some other distinguishing symbol, or a piece of luminous material attached to a stick. A loud hailer could be carried for voice identification purposes.

e. Each member of the patrol must be briefed on the exact route, duration and special procedures for the patrol and should be questioned closely before departure to confirm their understanding.

f. Each member of the patrol must be instructed as to immediate actions should the patrol be stopped, fired upon or obstructed in any way. Normal procedure would be for the patrol to stay exactly where it is—taking cover if being fired upon and not attempting to withdraw—and identify itself at the first opportunity. Any unrehearsed or involuntary movement away from the scene could provoke firing on the patrol or cause firing to be intensified if the patrol is already under fire. It is not advisable in such circumstances for the patrol to return fire. If there is an attempt to apprehend the patrol and take it prisoner, patrol members should not resist; they should instead comply and thereafter take every step to identify themselves.

548. FREEDOM OF MOVEMENT

1. Even if restrictions are placed on the freedom of movement of patrols, no effort must be spared to ensure that they thoroughly execute their prescribed tasks. Where restrictions have quite clearly been imposed to defeat the purpose of the patrol, the restrictions should be immediately reported up the command chain, which must make every possible effort to have the restrictions withdrawn. If a Force is to fulfil its mandate, it must have freedom of movement, including movement—to a reasonable degree—within sensitive military zones. As a neutral party, observers have to be careful never to exceed their patrol responsibilities and violate accepted principles of impartiality. Forces on both sides will be sensitive to any unwarranted interference or inspection of their tactical installations and dispositions.

549. REPORTING OF PATROL INFORMATION

1. Patrols are one of the primary sources whereby a Force gathers information. Along with information emanating from OPs, liaison officers attached to the belligerents, and the day-

to-day observations of every member of the Force, patrols contribute to the whole fabric of the reporting system on which judgements and decisions are made. But the reporting system will not be effective if the reports themselves are vague, inaccurate, misleading, ambiguous and/or incorrect. The preparation and transmission of reports are as important as the information they contain. It is therefore crucial that the person preparing reports ensures that:

a. Only accurate and checked statements of fact are included.

b. Wherever possible, information should be cross-checked and corroborated.

c. The content is clear and concise, avoiding ambiguity or double meaning (e.g. if reports are hand-written they must be completely legible).

d. All questions asked of the patrol or the observers are answered in the report, or reasons must be given if answers are not possible.

e. Evaluations and assessments are drawn from known facts, not from assumptions or uncorroborated information.

f. Field sketches, marked maps or diagrams are included any time they can add clarity to a report.

g. The finished report is submitted without delay.

550. PHASES OF A PATROL

1. Patrol planning, execution and reporting should follow a set routine. This will ensure that nothing is forgotten and no vital source of information is overlooked. Built into these procedures are the specific mission and tasks of the patrol. There are three phases of a patrol operation:

a. Phase 1—planning, preparation and briefing.

b. Phase 2—execution.

c. Phase 3—debriefing and reporting.

551. PHASE 1—PATROL PLANNING, PREPARATION AND BRIEFING

1. **Preliminary Research**. Points to be considered during the preliminary research stage are:

   a. Study previous patrol reports for information of use to your patrol (e.g. terrain conditions, threats, obstacles, problems encountered, etc.).

   b. Confirm the local procedures in use by the belligerents and CIVPOL in the area.

   c. Identify restrictions on patrol movement agreed with the belligerents, and identify the locations of checkpoints, boundaries, etc. Mark these locations clearly on patrol maps along with the positions of the respective belligerents' forward defence lines.

   d. Identify permanent or temporary road restrictions in the patrol area.

   e. Identify areas that need special permission to enter or pass through.

   f. Identify areas along the patrol route that will make it difficult to communicate or terrain that could make communication impossible. Confirm the orders on how to pass through those areas and be aware of what action will be taken if communication is not re-established after a certain period of time.

   g. Identify whether there are any other friendly activities or patrols in the area and confirm their tasks.

   h. Locate and identify suitable landing zones (LZs) for medical evacuation (MEDEVAC).

2. **Patrol Plan Development**. The points to be considered during development of the patrol plan are:

   a. Define the mission and objectives of the patrol.

b. Plan the routes to be followed. Plan escape routes out of the area if temporary roadblocks or restrictions should be encountered.

c. Plan for safe areas (i.e. friendly positions) to be used if the situation dictates.

d. Plan locales to be visited and the action to be followed at each.

e. Prepare an approximate time schedule for the patrol. Plan to return by last light. In most cases, patrols are restricted to daylight operations only.

f. If night operations are required, complete the required coordination (see Night Patrols, Section 5.5.5).

3. **Patrol Coordination**. Notify flanking units, OPs, other patrols and any intermediate control posts through which the patrol will pass on its way out and in. This latter precaution is important if the patrol is crossing ceasefire lines or buffer zones.

4. Carefully and thoroughly brief each member of the patrol as to group and individual tasks, the information required, the route, and special procedures in effect within the patrol area. Remind the patrol of any restrictions or limitations that are currently in force.

5. Select and carefully check equipment. Check the vehicle and vehicle equipment, including spare fuel, spare tire(s), wheel changing equipment (jack, plate, and brace) and tire pump. Check patrol kit, which may include a flag mounted on the vehicle (illuminated if night operations are contemplated), identifying symbols, flares and smoke grenades, body armour (flak jackets), chemical biological radiological and nuclear (CBRN) protective equipment, vehicle and portable radio(s), binoculars, water, emergency rations, first aid kit, recognition booklets, maps and compass, spare clothes and a sleeping bag (for long patrols or in case your patrol is delayed en route).

6. Brief the operations centre duty officers who will monitor the patrol. Provide the following information:

a. A map with patrol routes, timings, stopping points, activities at each point and other operational details concerning the patrol.

b. Locations where radio checks and location reports will be called in to monitor the progress of the patrol.

c. The number of vehicles (or aircraft) that will be used by the patrol and the composition of each vehicle party.

d. A list that identifies the name, rank, identification (ID) number, blood type, nationality and age of every patrol member.

7. **Patrol Rehearsals**. The following points should be considered when conducting patrol rehearsals:

a. Identify the communications, movement, observation, obstacle crossing and reporting drills to be conducted on the patrol.

b. Assemble the patrol members and rehearse the drills that will be conducted chronologically during the patrol.

c. Troubleshoot the patrol with “what-if” scenarios. For example, “If we come under fire when we are in the buffer zone, what action will you take?”, “What are the key target areas we will observe from position X?”, or “What are the key timings for each phase of the patrol and how will we report our movement to conform with these timings?”.

d. Practise emergency procedures for such occurrences as hijacking or MEDEVAC.

552. PHASE 2—PATROL EXECUTION

1. Comply strictly with the patrol plan. Failing to do so could affect the success and security of the patrol.

2. **Organizing Vehicle Teams**. The method of organizing observers in each vehicle may differ depending on the number of observers on the patrol. However, the basic way to

organize a two-observer patrol is that one will be the driver and also take care of checking the vehicle. The other will normally be the vehicle or patrol commander and is responsible for communications and the patrol kit. Both observe during patrolling; if there are more than two persons they all must observe.

3. **Vehicle Security**. During the patrol, maintain the following vehicle security arrangements:

a. Line the floor of the vehicle with armour sheets or sandbags filled with packed damp earth.

b. Maintain 50–75 m between vehicles.

c. Do not to deviate from paved roads except where it is known that the dirt road to be used is safe. When using a dirt road, an escort vehicle should be arranged. This vehicle has to be in front of your convoy.

d. Try to avoid potholes.

e. Do not leave the vehicle unless required to execute the patrol mission.

f. Lock all vehicle doors.

g. You are vulnerable (car windows are only safety glass) should someone want to aggressively enter the vehicle. Leave windows partly open to reduce injury from flying glass in the event of an artillery attack and to allow you to hear your surroundings.

h. Should the vehicle be equipped with a sound system it is to be used judiciously? Listening to loud music will guarantee you will not hear in-coming trouble. However, if you are travelling with your interpreter or can understand the local language, local news broadcasts are a useful (albeit biased) information source.

4. **Personal Security**. The actions listed below should be followed:

a. Wear body armour and a helmet when ordered or when circumstances dictate.

b. Ensure that you and the vehicle are highly visible as belonging to the mission. Wear your headdress and prominently display the flag.

c. Do not take valuables on the patrol.

d. Ensure that all team members are aware of the emergency action drills prior to starting the patrol.

e. If you have an emergency, immediately contact the operations centre duty officer using the agreed emergency code words (PAN, PAN, PAN or MAYDAY, MAYDAY, MAYDAY).

5. **Drive Defensively**. When driving on a patrol in a foreign country, be aware that you are a foreigner and therefore should drive defensively. Be polite, smile and wave. When driving through villages or urban areas, watch for children and livestock on the road. If you are on a routine patrol you may have a chance to stop in one of the villages. Park the vehicle, secure it by locking all doors, remove the flag and remove or fold in the antennas. Report that you are stationary, bring your portable radio and walk around the village. Try to talk to the local inhabitants. This is suggested not just to be polite; the local people might give you some information on the area and, at the least, your personal knowledge of the area will improve. If invited to someone's home be polite and accept the invitation. Be aware of local customs or habits. During conversation be impartial and do not express any personal opinions.

6. **Do Not Carry Unauthorized Passengers**. During the patrol you may be stopped by local inhabitants or armed personnel asking for a lift. Be aware that SOP dictates what people you are allowed to transport in the vehicle. As an unarmed observer the basic rule is that you are only allowed to transport other unarmed Force personnel. However, in some cases, authorized people such as unarmed/armed liaison officers and interpreters may be allowed as passengers.

7. **Military Convoys**. If you end up behind a military vehicle or convoy, keep a safe distance. Do not attempt to overtake moving military vehicles or convoys unless you are advised. When a military vehicle approaches you from the

opposite direction or tries to overtake you, slow down and give it plenty of room. Military vehicles will seldom give up the paved part of the road.

8. **Checkpoints**. When approaching a control or checkpoint wait for the guard to wave you through. If you do not see a guard proceed very slowly, looking for the guard at all times. When challenged, halt and identity your patrol. Report at once by radio to HQ any attempt to obstruct the patrol's progress and await instructions.

9. **Record Observations**. Maintain a written record of all observations the patrol makes, noting times. Do not rely on memory alone. Draw sketches where these are helpful. Do not mark the locations of the belligerents on your map. See Observing and Reporting Information (Section 5.4.6). Record the following:

   a. Changes in the dispositions of belligerent forces of either side, particularly if positions have been advanced or newly dug or where airstrips have been constructed or extended.

   b. Civilian activity, including changes in the civilian lifestyle (an indicator of the level of tension) and other useful information.

   c. The condition of roads/tracks.

   d. The nature of the terrain.

   e. The presence of obstacles of any kind, including minefields.

10. **Maintain Radio Contact**. Maintain continuous radio contact with the patrol base and, where appropriate, higher and flanking HQ; keep them informed of the patrol's progress. Have a contingency plan to time reporting intervals or to use other stations for relay when in dead ground.

11. **Security of Information and Equipment**. Maintain the security of all maps, documents and equipment. Be discreet in marking maps. Do not surrender these to anyone unless instructed to do so by a higher HQ authority.

12. **Unscheduled Incidents**. Refrain from diverging from the original patrol plan in order to investigate unscheduled

incidents or situations without first obtaining approval from HQ. This can interfere with the patrol's ability to complete its planned task. It is often better that any new development discovered during the course of one patrol be investigated by a patrol mounted specifically for that purpose.

553. PHASE 3—PATROL DEBRIEFING AND REPORTING

1. Upon returning to the base, the patrol will immediately complete patrol debriefing and reporting.

2. **Patrol Debriefing**. SOP will define the format for patrol debriefing and will likely include the following points:

    a. Conduct a collective debriefing immediately upon completion of the patrol. There should be no delay to allow for meals, rest, sleep or other personnel administration.

    b. Prepare a detailed written report with sketches, photographs and/or diagrams as necessary.

    c. Inspect the vehicles and equipment used on patrol, and report any damage and/or deficiencies.

    d. Report any patrol member requiring medical attention.

    e. Review the individual performance of team members to correct weaknesses and acknowledge exemplary performance.

3. **Patrol Reporting**. Mission SOP will define the format for a patrol report.

SECTION 6
LIAISON

554. DEFINITION—LIAISON

1. Liaison is defined as "communication or cooperation between military units." For MilObs, this definition is expanded to include communication and cooperation with the local population, belligerents, non-governmental organizations (NGOs), local government officials, police, etc.

555. THE AIM OF LIAISON

1. The aim of liaison is to establish communications, build productive relationships, and create mutual understanding. Successful liaison will result in dispute resolution at lower levels, increased credibility of the MilObs, greater access to important persons and information, and greater understanding of the situation and the key players in the mission area.

556. LIAISON TASKS

1. Whenever MilObs are tasked as liaison teams, their main tasks will be to:

a. Establish and maintain contact with:

(1) Local authorities (e.g. village leaders, tribe heads, etc.).

(2) Military elements at different levels.

(3) Police, gendarmerie and local militia(s).

(4) Civilian organizations in the area.

(5) NGOs and other UN/Force agencies.

(6) Individuals of different religions, population groups, etc.

b. Ensure that a high level of cooperation is maintained between all elements of the mission and the population throughout the AOR.

c. Ensure that all the liaison assistance requests from both military units and civilian population are met promptly.

d. Coordinate activities and cooperate with observer teams as required.

e. Coordinate activities and cooperate with Force units (e.g. commanding officers, liaison teams/officers, operations section[s], etc.), especially where language may be a barrier between different national elements within a Force.

f. Ensure that volatile situations are defused as soon as possible without endangering Force personnel.

g. Propose and arrange liaison meetings.

h. Keep all concerned Force elements continuously informed about conditions and changing situations within and beyond the AOR.

i. Keep updated records on all activities, meetings, contacts (including personnel files), etc., ensuring that team members are always up to date on the situation when starting their tour of duty.

j. Ensure at all times that reports, minutes of meetings, etc., are complete and correct, stating clearly the differences between the facts and your assumptions and assessments concerning liaison activities.

k. Ensure that all required reports are handed in according to the tasks and timings, together with all additional material your team deems necessary to help understand incidents and/or situations.

l. Be aware of the additional challenge of conducting liaison through an interpreter.

557. CROSS-BOUNDARY LIAISON—FRIENDLY FORCES

1. Most units involved in conducting operations will normally be allocated an AOR. As such, there will be a need for considerable cross-boundary liaison with neighbouring units. This liaison will aim to:

a. Maintain transparency of intentions and conduct.

b. Ensure that patrols and other operations do not conflict.

c. Encourage cross-boundary support and medical assistance, particularly where a remote site in one area is adjacent to a friendly location across the unit boundary; in such cases MEDEVAC will often be more effective via the bordering unit.

d. Assist commonality of force posture and military activity; a military force has to have the ability to be effective and consistent in all AORs.

e. Ensure that cross-boundary operations, such as escorts or convoys, can be conducted effectively.

558. LIAISON ACROSS THE CHAIN OF COMMAND

1. The multinational and multilingual nature of a Force will often give chain of command liaison a greater significance. This is particularly so if a military contingent is not familiar with generic operating procedures used by the lead military force such as NATO. Chain of command liaison will also assist with two well-known liaison challenges: planning and simply relaying future intentions.

559. LIAISON WITH CIVIL AUTHORITIES AND INTERNATIONAL ORGANIZATIONS

1. Where appropriate, liaise with municipal civil authorities such as the local administration, police, coastguard, air traffic controllers, fire services and hospitals. Liaise also with international organizations such as the UN High Commissioner for Refugees (UNHCR), International Committee of the Red Cross (ICRC), the World Health Organization (WHO), UN Civilian Police (UN CIVPOL), etc., who will help with shared initiatives and increase overall security knowledge.

560. LIAISON WITH BELLIGERENT FORCES

1. **Operations Within an Established Framework**. All levels of command within the Force should normally attempt liaison with belligerent forces. Depending on the military structure there may well be involvement by formation and unit level liaison officers (LOs) and UN MilObs. All will attempt to meet and provide liaison with key civil, military and police

commanders. A liaison plan has to be developed to coordinate the responsibilities between different LOs and to ensure timely and accurate passage of information up and down the chain of command. In particular, responsibilities for liaison with specific belligerent commands / levels of command have to be established. For example, a unit LO may liaise with belligerent brigades, a brigade LO may liaise with belligerent divisions, and a divisional LO may liaise with belligerent corps HQ. Foot patrols, if deployed, can be used for liaison with the civilian population and any local belligerents.

2. **Operations where No Established Framework Exists**. Where such a framework is not established there is potential for different LOs to have meetings with the same belligerent commander several times in a short space of time. In this case for example, a divisional LO wanting to verify information at a lower level and in person should get the unit LO (or whoever normally deals at that level) to arrange the meeting, accompany the divisional LO, and provide introductions to the belligerent commander, thus retaining continuity. Probable liaison tasks with belligerents include:

a. **Negotiations**. The need to negotiate will depend on the mandate, the force structure, and its level of dependency on host nation support or belligerent force goodwill.

b. **Ceasefire Violations**. The basing of LOs at belligerent force HQ will assist in the resolution of any ceasefire violations. Not only will this allow a rapid assessment of which party is the aggressor, but this will also assist the military commander in preventing an escalation of the violation or reprisals. Coordinated and timely negotiations can be conducted concurrently with opposing belligerent military commanders to bring about a return to stability or a ceasefire.

c. **Protests/Briefs**. The requirement for briefings to host nations/belligerents concerning future operations, and the requirement to protest breaches of any ceasefire or peace agreement, will depend entirely on the nature of the mandate.

561. METHODS OF CONDUCTING LIAISON

1. Liaison is conducted in two ways:

   a. **Formal Liaison**. Formal liaison is conducted through visits and meetings arranged in advance and organized for the specific purpose intended.

   b. **Informal Liaison**. Informal liaison occurs through visits, social or casual contact. Informal liaison must be conducted deliberately even when it is spontaneous.

562. MILITARY OBSERVER LIAISON TEAMS

1. **Deployment**. UN MilObs are generally deployed across the whole mission AOR. The mission AOR is usually divided into sectors with MilOb Teams assigned to specific sectors. Periodically, teams from different sectors may operate in one other's area to learn the areas and standard tasks of neighbouring teams and enable them to provide assistance on short notice.

2. **Team Selection**. The teams and their members are usually appointed and coordinated by the sector HQ or the observer mission HQ. Personality, experience in the field, knowledge of language(s), etc., are taken into consideration when selecting officers for liaison purposes. And since liaison is not an activity unto itself but always coordinated, the flexibility of the individual is paramount.

3. **Liaison at Different Levels**. Liaison at the highest level (Force Commander) seldom involves MilObs. However, in a large force:

   a. The freedom of action for unit or subunit commanders to liaise varies from force to force according to the Force's mandate, the political situation, and the security threat. This freedom of action can change rapidly.

   b. In many forces, liaison at lower levels is encouraged. The aim is to settle disputes and solve problems at the lowest level possible to prevent minor violations, disagreements and even misunderstandings from escalating. However, if problems cannot be solved at the lowest levels the involvement of commanders up the chain of command, or the use of "outside" observer teams, is requested.

c. The link to belligerent command posts is most important. This is accomplished through regular meetings and communication "hot-lines."

563. REPORTING OF INFORMATION

1. All liaison and contact must be reported to ensure that higher HQ remains informed.

SECTION 7
VERIFICATION AND INSPECTIONS

564. DEFINITION OF VERIFICATION

1. Verification is "the process of establishing the truth or validity of something."

565. AIM OF VERIFICATION

1. The aim of verification is to support the success of a mandate or agreement through an inspection and/or assessment to establish compliance or non-compliance with that agreement.

566. AUTHORITY TO CONDUCT VERIFICATIONS

2. The authority to conduct verifications will be defined in the mission mandate. Executing verification tasks will depend on an agreement between the belligerent forces and the PSO mission.

567. SCHEDULING THE CONDUCT OF VERIFICATIONS

1. Verifications may be conducted on a regular or irregular basis in accordance with an agreement. They may be followed

by an investigation, again in accordance with an agreement, depending upon the results of the verification. The force may have an SOP to govern the conduct of verification tasks.

568. PHASES OF A VERIFICATION/INSPECTION

1. There are three phases of a verification/inspection:

   a. Phase 1—planning, preparation and briefing.

   b. Phase 2—execution.

   c. Phase 3—debriefing and reporting.

2. **Phase 1—Planning, Preparation and Briefing**. Attend the operations brief. It will cover all information required (e.g. routes, special procedures and current restrictions or limitations in your verification area). As part of the preparations:

   a. Clarify the aim and objectives of the verification.

   b. Plan the route and localities to be visited, and determine any special radio procedures to be established.

   c. Determine whether an LO will be required.

   d. Check your vehicle and kit requirements, procedures, restrictions, etc.

   e. Select and check the verification kit that normally includes portable radio, laser-safe binoculars, detailed maps with all known positions, compass, etc.

   f. Ensure you have your ID card.

   g. Mount the Force flag on the vehicle.

3. **Phase 2—Execution**. Points to keep in mind are:

   a. Always enter positions through the main entrance. Count armaments according to the agreement. The figures should be agreed upon by all observers and the LO immediately after leaving the position.

   b. Be sure you cover the entire area.

c. Maintain continuous radio contact with your HQ and report as directed.

d. Log/note all figures in your file and ensure that all members sign the file before dropping the LO off.

e. Request from the operations centre the time they logged your reports on restrictions and special incidents for ease of future reference ("log-in time").

f. Never show maps, figures or results to non-mission personnel.

g. Report facts only, no speculations or guesswork.

h. Be suspicious, cautious yet polite. Never expose yourself to unnecessary danger during the investigation. Be strictly impartial and do not yield to pressures from any party.

i. In addition to your task, observe road conditions, terrain and the presence of obstacles of any kind, especially minefields.

4. **Phase 3—Debriefing and Reporting**. Complete a debriefing and patrol report immediately upon your return from the verification mission. Report any new positions, restrictions, etc., and include them in a written report (time, location, description, etc.).

SECTION 8
OPERATIONS CENTRE

569. DEFINITION

1. An operations centre is a command, control and communications facility that is designed to ensure the coordinated and timely processing and relaying of information, and the issuance of orders and instructions in accordance with the commander's intentions.

570. FUNCTIONS

1. The purpose of an operations centre is to coordinate the following functions in its assigned AOR:

   a. Command and control its organization's operations.

   b. Maintain situational awareness.

   c. Provide reports and returns to senior HQ.

   d. Ensure efficient communications.

   e. Act as the point of contact for emergency operations.

   f. Support liaison activities.

571. SITING

1. The operations centre should be sited to achieve the following:

   a. Good communications.

   b. Adequate security and protection.

   c. Accessibility.

   d. Proximity to shelter and utilities.

   e. Efficient working conditions (quality of life).

572. OPERATIONS CENTRE LAYOUT

1. Typically, an operations centre will comprise the following functional areas (see diagram at the end of this section):

   a. Operations room.

   b. Communications room.

   c. Plans room.

   d. Briefing area.

   e. Chief Operations Officer office.

   f. Waiting area.

g. Entry security point.

573. RESOURCES REQUIRED

1. The following resources are required:

a. Accommodation.

b. Communications equipment.

c. Utilities and logistics support.

d. Office equipment.

e. References, SOP and checklists.

f. Display boards for diagrams and maps.

g. Maps.

574. COMMUNICATIONS EQUIPMENT

1. Communications equipment includes the following:

a. Telephones.

b. Cell phones.

c. Satellite phone.

d. Radio base stations.

e. Fax.

f. Networked computers.

575. UTILITIES AND LOGISTICS SUPPORT

1. To support the operations centre, utilities and logistics facilities are required. To ease administration, every effort should be made to obtain the following from local sources:

a. Electrical power.

b. Water.

c. Fresh rations and a kitchen facility.

d. Waste disposal.

2. Even if local sources exist for power, water and rations, the operations centre must have emergency backups (e.g. generator, bottled water, and hard rations) in the event of disruptions.

576. REFERENCES

1. The following Force references are required:

   a. Orders and instructions.

   b. Contingency plans (e.g. evacuation, rotation, deployment).

   c. SOP.

   d. Information documents on the AOR.

   e. Log sheets and other report formats.

   f. MEDEVAC and vehicle casualty recovery plans.

577. OPERATIONAL CONTROL INFORMATION

1. The operations centre maintains the following information:

   a. Schedules for daily routine, briefings and conferences (i.e. the operations cycle).

   b. Organization charts.

   c. Location boards.

   d. Radio net diagrams.

   e. Call sign lists and address groups.

   f. Passwords, code words and nickname lists.

   g. Signals dispatch schedule.

   h. OP duty list.

   i. Patrol plan.

   j. Diagram of the operations centre compound and all subordinate OPs.

   k. List of alarm signals.

   l. Reports and returns and their submission schedule.

m. Equipment states.

n. Personnel information, including local contact information, next of kin (NOK) contact information, personnel availability and leave plans, etc.

578. MAPS AND PHOTOGRAPHS

1. The following maps and photographs must be maintained:

a. Master operations map.

b. Briefing map.

c. Planning maps and overlays, as follows:

(1) Belligerent forces deployments, checkpoints and roadblocks.

(2) Ethnic distribution.

(3) Mines and unexploded explosive ordnance (UXO).

(4) Route conditions.

(5) Patrol, verification and liaison routes.

(6) Restricted areas.

579. OPS CENTRE CONCEPTUAL LAYOUT

NOTE

This is a conceptual layout of a typical operations centre. The actual design will vary in accordance with the scope of the mandate and the nature of the duties to be performed.

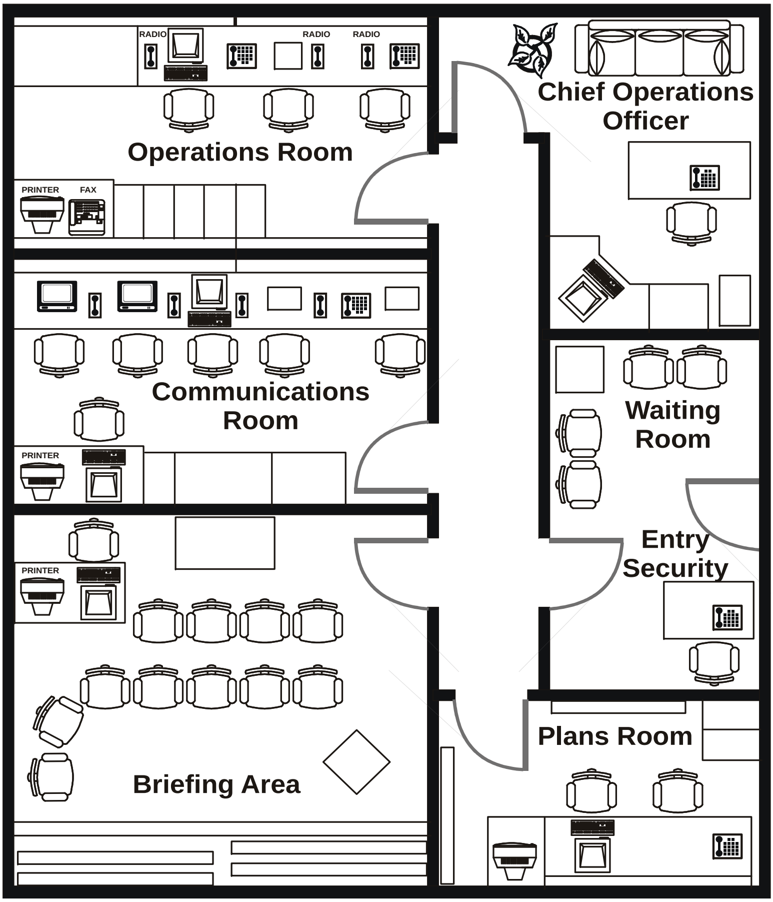


Figure 5-2: Conceptual Layout of an Operations Centre

SECTION 9
DISARMAMENT, DEMOBOLIZATION AND REINTEGRATION (DDR)

580. OVERVIEW

1. The goal of the DDR process is to reduce the amount of weapons in the AOR and facilitate the return of former combatants to civilian life.

581. WHAT IS DDR

1. DRR stands for:

   a. Disarmament—collection and disposal of small arms and light weapons, and the development of responsible arms management programs. Demining is an important part of disarmament.

   b. Demobilization—process by which the combatants (regular and irregular forces) either downsize or completely disband.

   c. Reintegration—process whereby ex-combatants, families and other displaced persons assimilate into socio-economic life.

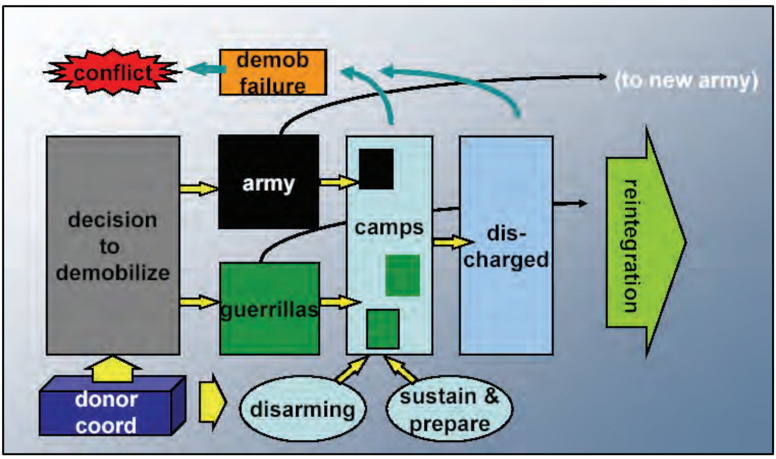


Figure 5-3: DDR Process

582. CRITICAL ISSUES—DISARMAMENT

1. Some of the critical issues associated with disarmament are:

   a. Specific provisions in the peace agreement, particularly in relation to weapons destruction.

   b. Provision of adequate resources, both human and financial.

   c. Interim storage facilities and procedures.

d. Incentives for compliance; penalties for non-compliance.

e. National enforcement mechanism and long-term weapons management plan.

f. Prohibit illicit arms trafficking and weapon availability.

583. CRITICAL ISSUES—DEMOBILIZATION

1. Some of the critical issues associated with demobilization are:

a. Proper selection of assembly areas.

b. Encamp the regular and/or irregular forces.

c. Select and develop targeting mechanisms.

d. Procedure for non-assembled combatants.

e. Timetable must be part of the accord agreement.

f. Delays should be expected; timetable needs to be flexible.

584. CRITICAL ISSUES—REINTEGRATION

1. Some of the critical issues associated with reintegration are:

a. Security for all parties is paramount.

b. Reconciliation and human rights must be balanced.

c. Police, judiciary and penal systems must be established.

d. Positive social and economic changes throughout the country.

e. Political competition, based on ballots rather than bullets, serves as an antidote to internal political violence.

585. DDR SUMMARY

1. The points below summarize DDR:

   a. DDR is a vital part of the peace building process.

   b. Provides a bridge from fighting to sustainable peace

   c. Incorporates political, economic, security and social objectives

   d. Requires a comprehensive, integrated and coordinated approach.

SECTION 10
INVESTIGATIONS

586. GENERAL

1. Over and above mandated verifications, MilObs may be required to be the initial investigating authority for an incident. Observer teams may discover an incident or be the nearest responding authority, and thus, be required to conduct the initial investigation and/or secure the scene for handover to another agency.

587. TYPES OF INVESTIGATIONS

1. The types of incidents the MilObs could be called upon to investigate are:

   a. Firing violation.

   b. Construction upgrading.

   c. Entries into the DMZ.

   d. Hostage-taking, hijacking, abductions or missing persons.

   e. Assaults or murders.

   f. Human rights violations.

588. AUTHORITY TO CONDUCT INVESTIGATIONS

1. MilObs will not normally be the lead agency in an investigation. Observers will turn a scene or investigation over to CIVPOL and/or host nation police. Authority to conduct complete investigations will be stipulated in the Force agreement and mandate. Observers will often conduct initial investigations at the direction of the CMO to determine what has happened and who will take subsequent control.

589. PREPARATIONS FOR INVESTIGATIONS

1. In preparation for an investigation, the MilOb will:

    a. Clarify the aim of the investigation and/or nature of the complaint.

    b. Conduct a map reconnaissance.

    c. Assemble the required kit.

    d. Collect and review pertinent historical information.

    e. Identify, and if required, contact other parties affected by the investigation in the area.

    f. Verify current restrictions in the area.

    g. Notify HQ of their destination/intentions.

    h. Brief the investigative team.

590. INVESTIGATIVE PROCEDURE

1. The investigative procedure will include:

    a. Maintaining radio contact and reporting movement progress.

    b. Recording all activity and details such as:

        (1) Weather conditions.

        (2) The point of entry.

        (3) The evidence that was found.

        (4) Where the evidence was found.

(5) What was done with the evidence (e.g. was it moved, altered, disturbed, etc.).

(6) What was photographed.

c. Upon arrival, isolating and protecting the scene:

(1) Assess the security of the scene (mines/UXO).

(2) Determine the need for tactical security (are you safe?).

(3) Protect the scene from onlookers.

d. Designate responsibilities for undertaking:

(1) The primary investigation.

(2) Scene security.

(3) Evidence/exhibit recording.

(4) Witness identification/interviewing.

e. Then, attempt to determine what happened:

(1) Extent of the scene.

(2) Create a safe corridor.

(3) Methodically examine the scene and document what is seen, and take photographs (for the overall scene and important details, take three photographs—overview, mid-range and close-up).

(4) Remember, you are telling a story; provide a context for the information.

f. Draw conclusions:

(1) Balance and consider all the evidence.

(2) Indicate if your conclusions are “best guesses.”

2. Remember:

a. Reports must be:

(1) Complete.

(2) Accurate.

(3) Legible.

(4) Precise.

(5) Timely.

b. Assumptions must be clearly indicated as such.

591. THREE FORMS OF EVIDENCE

1. Verbal evidence is:

a. Unreliable and subjective.

b. Requires corroboration.

2. Material evidence, which cannot stand alone and requires forensic assistance, includes:

a. Footprints.

b. Tire marks.

c. Broken objects.

d. Trace elements.

e. Forensic items (e.g. blood or DNA samples and weapon or ammunition fragments).

3. Circumstantial evidence, which may corroborate other evidence.

592. EVIDENCE HANDLING

1. There are a number of important considerations in evidence handling:

a. Record the location of the recovered evidence in a sketch to define the location where the evidence was found and the time and date it was found. If possible, photograph the evidence.

b. Do not disturb evidence. If it is absolutely necessary to recover it, use gloves, secure it in a bag (not plastic), and tag it clearly (description, location, date/time, who found/bagged it).

c. Minimize the number of persons handling the evidence.

d. Maintain a record that defines the continuity of evidence, that is, who had possession of a particular item (what, where, when).

e. Use a scale of reference, such as a ruler or recognizable object, for sizes and distances when photographing evidence.

593. WITNESSES

1. When dealing with witnesses you should:

a. Confirm their identities through papers, such as passports or ID cards, or personal or third-party confirmation.

b. Ascertain and record where they can be found or reached.

c. Separate witnesses to be interviewed.

d. Be aware that a witness can become a suspect.

e. Choose a suitable interview site.

f. Remain impartial but consider a witness's motivation to talk.

2. If an interpreter is used, exercise caution. Establish interpreter ground rules, and if possible, select an interpreter able to maintain impartiality.

3. Points to consider when assessing collected information and evidence:

a. Compare notes (yours and those of other interviewers).

b. Assess the credibility of witnesses (if necessary, factor in interpreter bias).

c. Identify any corroborating information.

d. Identify any contradictory information.

e. Exercise caution in drawing conclusions.

SECTION 11
CRATER ANALYSIS

594. VALUE OF ANALYSIS

1. By analysing shell craters it is possible to:

   a. Verify previously identified or suspected firing positions that have been established by other means.

   b. Confirm the presence of belligerent artillery and obtain an approximate direction to it.

   c. Detect the presence of new types of weapons, calibres or ammunition manufacturing methods.

595. EQUIPMENT REQUIRED

1. Three elements—direction, dimension and curvature—must be measured for crater analysis. The equipment you need to conduct the analysis is:

   a. Compass, stakes (metal if on hard surfaces) and wire/string to determine the direction from the crater to the weapon that fired the projectile.

   b. A curvature template (Figure 5-4) to measure the curvature of the fragment to determine the calibre of the shell. The template can be constructed of heavy cardboard, acetate, wood or other appropriate material.

   c. A still or video camera to record images of the site and crater.

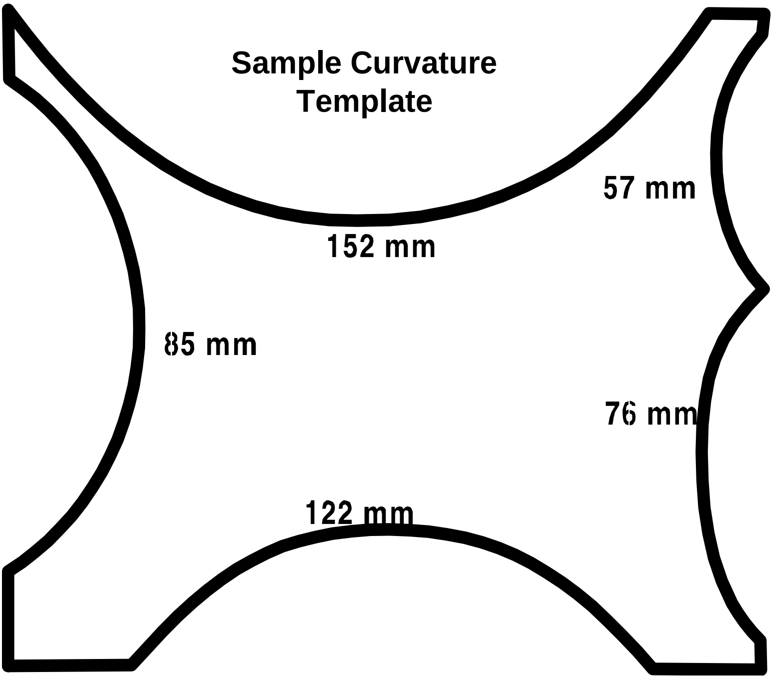


Figure 5-4: Sample Curvature Template

596. INSPECTION OF SHELLED AREAS

1. Shelled areas must be inspected as soon as possible. Craters that are exposed to the elements or are tampered with deteriorate rapidly, thereby losing their value as a source of information.

2. **Safety Point**. Be aware of the area in which the shell impacted and possible reasons for targeting the area. Is the area safe? Are you being lured into the site?

597. SURVEY OF CRATER LOCATION

1. The site must be located accurately enough for plotting on charts, maps or aerial photographs. The global positioning system (GPS) will provide the highest level of accuracy, although hasty survey techniques, resection, or map spotting

will suffice. Direction can be determined by the use of a compass.

598. DETERMINATION OF PATTERN

1. **Pattern**. A clear pattern produced on the ground by the detonating shell indicates the direction from which the shell was fired.

2. **Factors Affecting Pattern**. Because of terrain irregularities and soil conditions, ideal shell crater patterns are the exception, not the rule. Side spray marks are a principal part of the pattern caused by fragmentation. There is much less effect from nose spray. Base spray is negligible from gun and howitzer projectiles, but is appreciable from mortars. The width, angle and density of the side spray pattern vary with the projectile, the angle of impact, the type of fuze, terminal velocity of the projectile, and soil composition. In determining direction, the following are considered:

   a. The effect of stones, vegetation, stumps and roots on the path of the projectile.

   b. Variations in density and type of soil.

   c. The slope of the terrain at the point of impact.

3. **Marks on Vegetation and Other Objects**. The direction from which a round was fired is often indicated by the marks made as it passes through trees, snow, fences and walls. The possible deflection of the shell upon impact with these objects must be considered. Evidence of such deflection must not be overlooked. Pause for a moment and conduct a visual reconnaissance of the site.

4. **Drift and Wind Effects**. Drift and lateral wind effects do not materially change the direction of the axis of the shell during flight.

5. **Ricochet Furrows**. Often when an artillery round with a delay fuze is fired at low angle, it bounces or ricochets from the surface of the earth. In doing so, it creates a groove called a ricochet furrow, which is an extension of the plane of fire. Care must be taken to determine that the shell was not deflected before or while making the furrow.

599. CRATER ANALYSIS

1. The steps to be taken are:

   a. Conduct a visual reconnaissance of the site. Record details and make sketches and/or take photos as you go.

   b. Locate a suitable crater. The crater should be clearly defined on the ground and reasonably fresh. From any group, only the most clearly formed and defined craters are used.

   c. Determine the grid coordinates of the crater. Since the crater is the beginning point for plotting the direction to the belligerent weapon, the grid coordinates of the crater should be determined using an eight-figure grid reference or as precisely as the situation will allow.

   d. The direction of the firing weapon must be determined by one of the methods described in the following paragraphs.

   e. Shell fragments and fuzes must be collected for use in identifying the type, calibre and country that manufactured the weapon and/or projectile. This is done only after all else is complete so that the recovery process does not disturb the crater.

5100. LOW-ANGLE FUZE QUICK CRATERS (ARTILLERY)

1. The detonation of a projectile causes an inner crater. The burst and momentum of the shell carry the effect forward and to the sides, forming an arrow which points to the rear (toward the weapon from which the round was fired). The fuze continues along the line of flight, creating a fuze furrow. There are two methods of obtaining the direction to a hostile weapon from this type of crater—the Fuze Furrow and the Side Spray. The best results are obtained by determining a mean, or average, of several directions obtained by using both methods.

   a. **Fuze Furrow and Centre of Crater Method** (Figure 5-5):

(1) Place a stake in the centre of the crater.

(2) Place a second stake in the fuze furrow at the point where the fuze was blown forward to the front of the crater.

(3) Set-up the direction measuring instrument (e.g. compass) inline with the stakes and away from fragments.

(4) Orient the instrument and measure the direction to the delivery weapon.

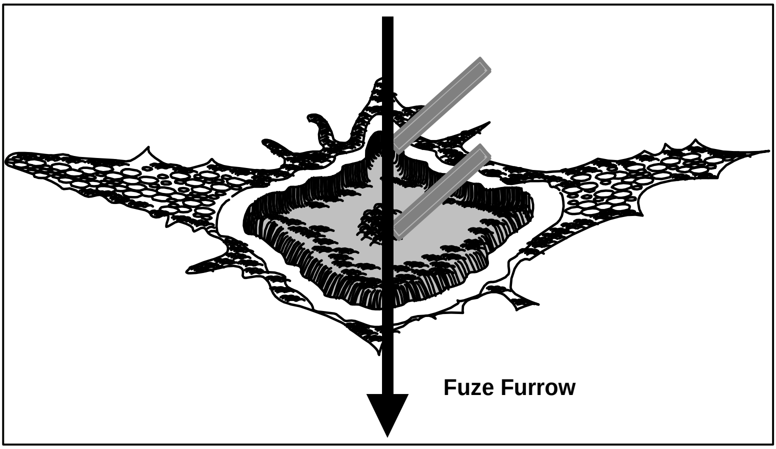


Figure 5-5: Fuze Furrow Method

b. **Side Spray Method** (Figure 5-6):

(1) Place a stake in the centre of the crater.

(2) Place two stakes, one at the end of each line of side spray, equidistant from the center stake.

(3) Hold a length of communications wire (or other suitable material) to each side spray stake and strike an arc forward of the fuze furrow.

(4) Place a stake where these arcs intersect.

(5) Set-up a direction measuring instrument in line with the center stake and the stake at the intersection of the arcs.

(6) Orient the instrument and measure the direction to the firing weapon.

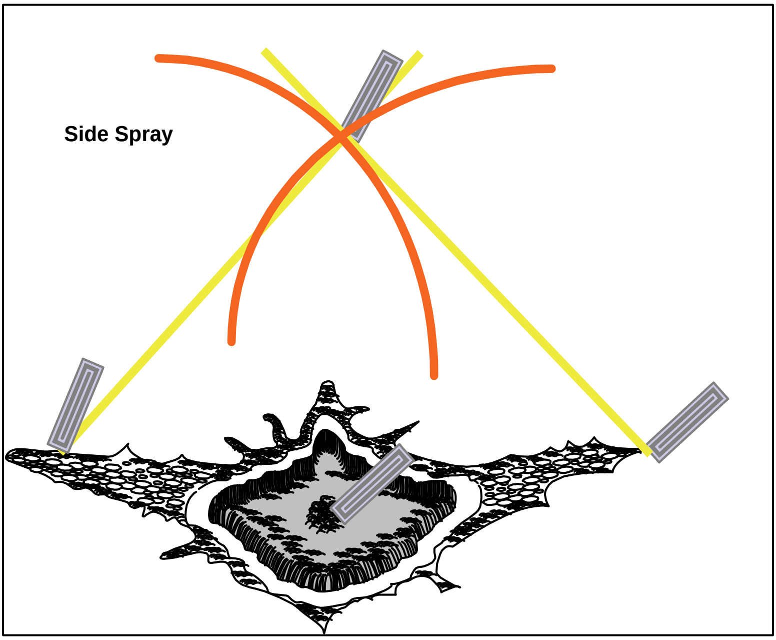


Figure 5-6: Side Spray Method

5101. LOW-ANGLE FUZE DELAY CRATERS (ARTILLERY)

1. There are two types of fuze delay craters—ricochet and mine action.

2. **Ricochet** (Figure 5-7). The projectile enters the ground following its trajectory and continues in a straight line for a few feet, causing a ricochet furrow. The projectile normally deflects upward, and at the same time, it changes direction usually to the right as the result of the spin (or rotation) of the projectile. The effect of the airburst can be noted on the ground. Directions obtained from ricochet craters are

considered to be the most reliable. The steps to determine direction from a ricochet crater are:

a. Identify the furrow.

b. Place stakes at each end of a usable straight section of the furrow.

c. Set-up a direction measuring instrument in line with the stakes and away from the fragments.

d. Orient the instrument and measure the direction to the weapons.

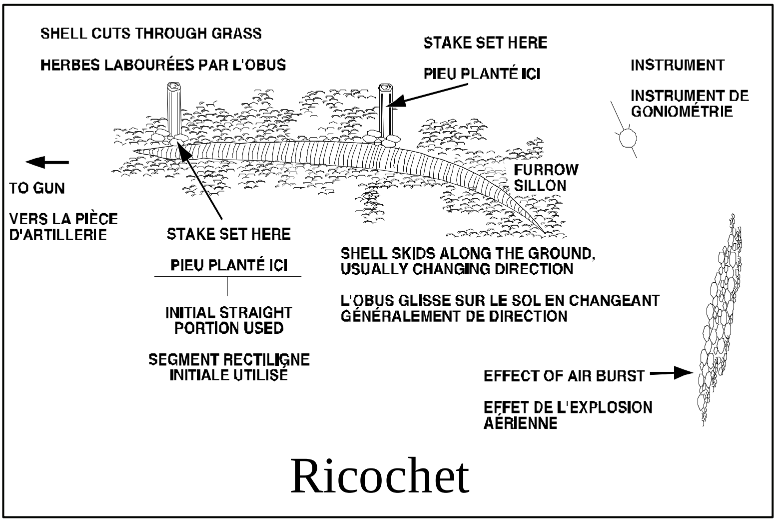


Figure 5-7: Ricochet Method

3. **Mine Action**. This occurs when a shell bursts beneath the ground. Occasionally, such a burst will leave a furrow that can be analysed in the same manner as the ricochet furrow. A mine action crater that does not have a furrow cannot be used to determine the direction to the weapon.

5102. HIGH-ANGLE SHELL CRATERS (MORTARS)

1. In a typical mortar crater, the turf at the forward edge (the direction away from the hostile mortar) is undercut. The rear edge of the crater is shorn of vegetation and grooved by splinters. When fresh, the crater is covered by loose earth

which must be carefully removed to disclose the firm, burnt inner crater. The ground surrounding the crater is streaked by splinter grooves that radiate from the point of detonation. The ends of the splinter grooves on the rearward side are on a roughly straight line. This line is perpendicular to the line of flight if the crater is on level ground or on a slope with contours perpendicular to the plane of fire. A fuze tunnel is caused by the fuze burying itself at the bottom of the inner crater in front of the point of detonation. The three methods used to determine the direction to the weapon are:

a. **Main Axis Method** (Figure 5-8):

(1) Lay a stake along the main axis of the crater, dividing the crater into symmetrical halves. The stake points in the direction of the mortar.

(2) Set-up a direction measuring instrument in line with the stake and away from the fragments.

(3) Orient the instrument and measure the direction to the weapon.

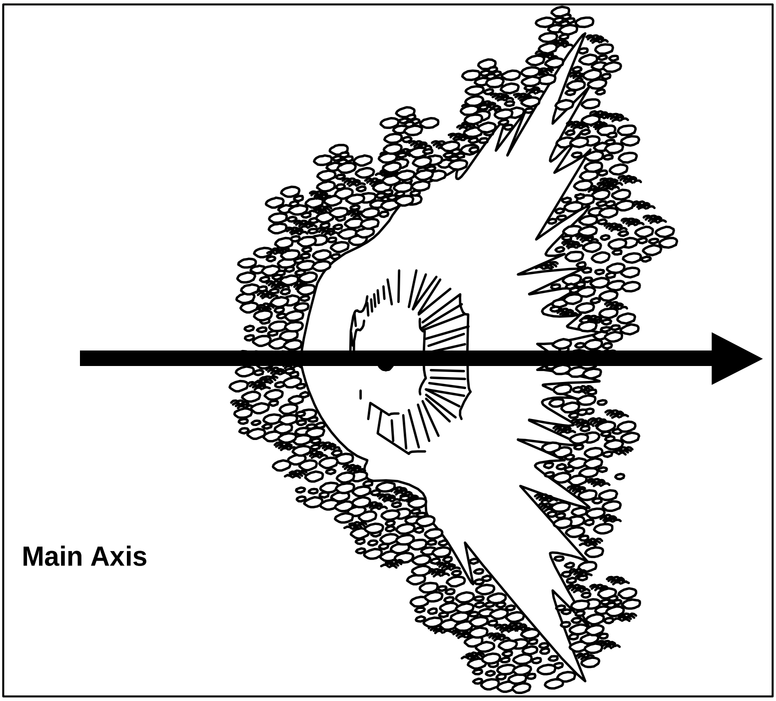


Figure 5-8: Main Axis Method

b. **Splinter Groove Method** (Figure 5-9).

(1) Lay a stake along the ends of the splinter grooves that extend from the crater.

(2) Lay a second stake perpendicular to the first stake through the axis of the fuze tunnel.

(3) Set-up a direction-measuring instrument in line with the second stake and away from fragments.

(4) Orient the instrument and measure the direction to the weapon.

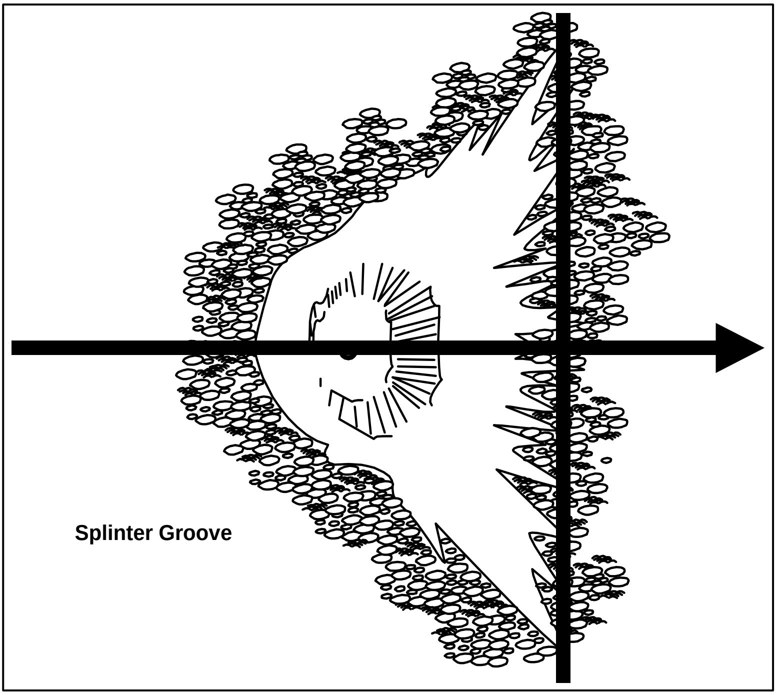


Figure 5-9: Splinter Groove Method

c. Fuze Tunnel Method (Figure 5-10).

(1) Place a stake in the fuze tunnel.

(2) Set-up a direction measuring instrument in line with the stake and away from fragments.

(3) Orient the instrument and measure the direction to the weapon.

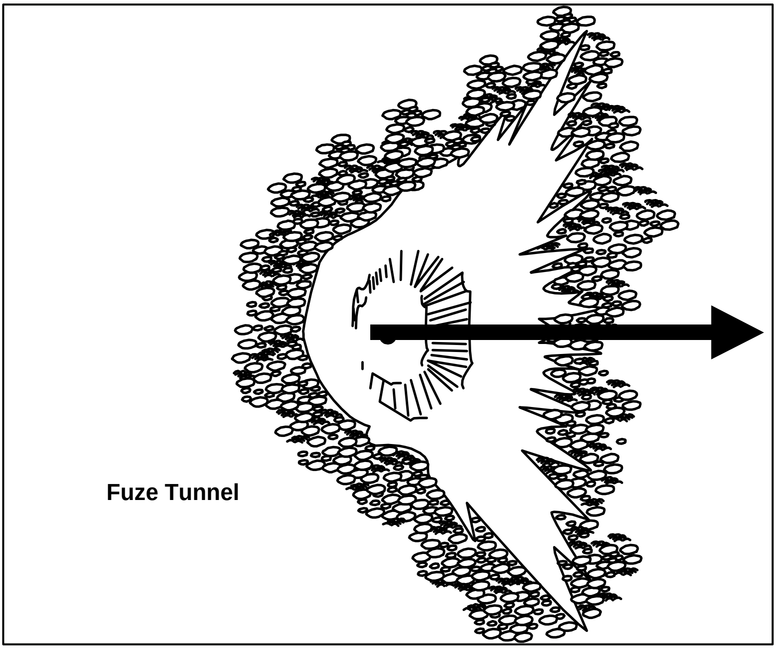


Figure 5-10: Fuze Tunnel Method

NOTE

If the angle of fall is too great (approaching a 90-degree angle), the fuze tunnel method cannot be used.