



Department of Defense

DIRECTIVE

NUMBER 3000.07
December 1, 2008

USD(P)

SUBJECT: Irregular Warfare (IW)

References: (a) DoD Directive 5100.1, "Functions of the Department of Defense and Its Major Components," August 1, 2002
(b) DoD Directive 3000.05, "Military Support for Stability, Security, Transition, and Reconstruction (SSTR) Operations," November 28, 2005
(c) DoD Directive 1322.18, "Military Training," September 3, 2004
(d) DoD Directive 5160.41E, "Defense Language Program (DLP)," October 21, 2005
(e) DoD Directive 5144.1, "Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer (ASD(NII)/DoD CIO)," May 2, 2005

1. PURPOSE. This Directive:

a. Establishes policy and assigns responsibilities for DoD conduct of IW and development of capabilities to address irregular challenges to national security in accordance with Reference (a).

b. Requires that any conflicting issuances be identified to the Under Secretary of Defense for Policy (USD(P)) and the OSD Director, Administration and Management.

2. APPLICABILITY. This Directive applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the "DoD Components"). The term "Military Services," as used herein, refers to the Army, the Navy, the Air Force, and the Marine Corps.

3. DEFINITIONS. See Glossary.

4. POLICY. It is DoD policy to:

a. Recognize that IW is as strategically important as traditional warfare. Many of the capabilities and skills required for IW are applicable to traditional warfare, but their role in IW can be proportionally greater than in traditional warfare.

b. Improve DoD proficiency for IW, which also enhances its conduct of stability operations. Stability operations are a core U.S. military mission that the Department of Defense shall be prepared to conduct across the full range of military operations in accordance with DoD Directive 3000.05 (Reference (b)).

c. Conduct IW independently of, or in combination with, traditional warfare.

(1) IW can include a variety of steady-state and surge DoD activities and operations: counterterrorism; unconventional warfare; foreign internal defense; counterinsurgency; and stability operations that, in the context of IW, involve establishing or re-establishing order in a fragile state.

(2) While these activities may occur across the full range of military operations, the balance or primary focus of operations gives a campaign its predominant character.

d. Explicitly integrate concepts and capabilities relevant to IW across all DoD activities including doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF); policy; analysis; exercises; experiments; and applicable strategies and plans.

e. Maintain capabilities and capacity so that the Department of Defense is as effective in IW as it is in traditional warfare in order to ensure that, when directed, the Department can:

(1) Identify and prevent or defeat irregular threats from state and non-state actors across operational areas and environments.

(2) Extend U.S. reach into denied areas and uncertain environments by operating with and through indigenous foreign forces.

(3) Train, advise, and assist foreign security forces and partners at the ministerial, service, and tactical levels to ensure security in their sovereign territory or to contribute forces to operations elsewhere.

(4) Through direct or indirect means, and on a large scale when required, support a foreign government or population threatened by irregular adversaries.

(5) Create a safe, secure environment in fragile states and, if required, provide essential governmental services, emergency infrastructure restoration, and humanitarian relief.

(6) To meet Combatant Commander (CCDR) objectives, conduct other related activities abroad, including: strategic communication; information, psychological, civil-military, intelligence, and counterintelligence operations; and support to law enforcement.

f. Establish mechanisms and authorities to increase DoD effectiveness in operating with and through foreign security partners.

g. Establish and sustain manpower authorizations, personnel policies, and organizational structures to provide sufficient capacity and expertise in both the DoD civilian workforce and Military Services to conduct activities in support of IW.

h. Synchronize appropriate DoD IW-related activities with the efforts of other U.S. Government agencies, foreign security partners, and selected international organizations by supporting:

(1) Collaborative policies, plans, and procedures, including collaborative training and exercises that promote interoperability, for steady-state and surge activities.

(2) Integrated civilian-military teams for steady-state and surge activities, and lead them if civilians are unable.

(3) Information strategies and operations to neutralize adversary propaganda and promote U.S. strategic interests.

(4) Exchange programs and rotational assignments that build DoD understanding of the functions and structures of other relevant organizations.


(5) Efforts to enhance information sharing, as appropriate, to increase situational awareness of irregular challenges.

i. Develop investment strategy guidance to address capability and capacity for IW-related activities and operations.

5. RESPONSIBILITIES. See Enclosure.

6. RELEASABILITY. This Directive is approved for public release. Copies may be obtained through the Internet from the DoD Issuances Web Site at <http://www.dtic.mil/whs/directives>.

7. EFFECTIVE DATE. This Directive is effective immediately.



Gordon England
Deputy Secretary of Defense

Enclosure
Responsibilities
Glossary

ENCLOSURE

RESPONSIBILITIES

1. USD(P). The USD(P) shall:

a. In conjunction with the Chairman of the Joint Chiefs of Staff, incorporate IW-relevant concepts into strategic planning documents. Recommend to the Secretary of Defense DoD priorities for policy, concepts, analysis, capabilities, and investment strategies relevant to IW.

b. In coordination with the Under Secretary of Defense for Intelligence (USD(I)), Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)), and the Chairman of the Joint Chiefs of Staff, incorporate knowledge from social and behavioral science disciplines into the development of DoD strategies and plans.

c. Advance the development and implementation of whole-of-government strategies for both steady-state and surge activities, and oversee DoD contributions to those efforts. In coordination with the Chairman of the Joint Chiefs of Staff, CCDRs, and interagency partners, develop:

(1) Organizational concepts to employ civilian-military teams, including their command and control relationships, composition, resourcing, and interoperability for steady-state and surge activities.

(2) Policies and plans to promote a secure environment overseas and build the interoperable capacity of partners to address irregular security challenges.

d. In coordination with the Assistant Secretary of Defense for Public Affairs, the Chairman of the Joint Chiefs of Staff, CCDRs, and interagency partners, advance the development and implementation of whole-of-government global and regional information strategies to counter adversary propaganda and advance U.S. strategic interests.

e. In coordination with the Chairman of the Joint Chiefs of Staff and CCDRs, develop policy guidance and priorities for DoD capabilities and programs tailored to train, advise, and assist foreign security forces and partners at the ministerial, service, and tactical levels to ensure security in their sovereign territory or to contribute forces to operations elsewhere.

2. ASSISTANT SECRETARY OF DEFENSE FOR SPECIAL OPERATIONS/LOW-INTENSITY CONFLICT AND INTERDEPENDENT CAPABILITIES (ASD(SOLIC&IC)).

The ASD(SOLIC&IC), under the authority, direction, and control of the USD(P), shall:

a. Serve as the principal civilian advisor to the Secretary of Defense for IW and, in conjunction with the Chairman of the Joint Chiefs of Staff, provide overall policy oversight to ensure that the Department of Defense maintains capabilities and capacity so that it is as effective in IW as it is in traditional warfare.

b. In coordination with the Chairman of the Joint Chiefs of Staff and the Director, Program Analysis and Evaluation (PA&E), develop sufficiency standards for IW-related activities for the U.S. Armed Forces and assess Military Department force planning for a range of steady-state and surge IW scenarios.

3. USD(I). The USD(I) shall:

a. Maintain standards and guide the development of capabilities and capacity for persistent intelligence, surveillance, and reconnaissance and assessment of operational areas and environments that may serve as safe havens for irregular threats.

b. Advance intelligence and information partnerships with interagency and international partners, as appropriate, to identify and prevent or defeat irregular threats from state and non-state actors across operational areas and environments.

c. In accordance with strategic guidance documents, improve all-source collection to identify irregular threats from state and non-state actors. Ensure timely information dissemination from the strategic to the tactical level, recognizing that IW places particular reliance on releasable products to facilitate working with foreign security partners.

d. Manage the development of appropriate analytical intelligence models, tools, and data to provide intelligence support to U.S. Armed Forces for IW.

e. Incorporate into intelligence products information derived from social and behavioral science sources in the public and private sectors.

f. Project activity patterns on a regional and global scale for analyzing both friendly and adversary human networks through modeling and simulation capabilities.

g. In conjunction with the CCDRs, prioritize capabilities to identify, locate, track, and target adversary networks, cells, and individuals in order to neutralize their influence and operational capacity.

h. Promote intelligence and counterintelligence career paths that attract and retain the quantity and quality of personnel with IW-relevant skills, in coordination with the Secretaries of the Military Departments and the Under Secretary of Defense for Personnel and Readiness (USD(P&R)).

4. USD(P&R). The USD(P&R) shall:

a. Establish policies to enable DoD-wide tracking of military and civilian personnel with skills and experience relevant to IW, including foreign language, regional expertise, and experience or expertise in training, advising, and assisting foreign security forces and institutions.

b. Establish policies for joint and combined training and exercises that meet CCDR IW-related requirements and promote interoperability with relevant U.S. departments and agencies and multinational civilian and military organizations in accordance with DoD Directive 1322.18 (Reference (c)).

c. In conjunction with the Chairman of the Joint Chiefs of Staff and the Secretaries of the Military Departments, annually assess the sufficiency and readiness of civilian and uniformed personnel to meet CCDR IW-related requirements.

d. In conjunction with the Secretaries of the Military Departments, recommend incentive programs such as focused recruitment, bonuses, specialty pays, promotion incentives, and quality of life programs to attract and retain personnel with IW-related skills.

e. In conjunction with the USD(P), Chairman of the Joint Chiefs of Staff, and the Secretaries of the Military Departments, coordinate opportunities for DoD military and civilian personnel to contribute or develop knowledge, skills, and experience relevant to IW by undertaking rotational assignments or exchange tours of duty with U.S. Government agencies, foreign security partners, and selected international organizations, and by participating in non-DoD education and training programs.

f. In coordination with USD(I) and the Secretaries of the Military Departments, create opportunities for DoD personnel to develop foreign language proficiency and cultural knowledge commensurate with the Intelligence Community's assessment of current and emerging threats to national security in accordance with DoD Directive 5160.41E (Reference (d)).

5. USD(AT&L). The USD(AT&L) shall work with the Secretaries of the Military Departments and other DoD Components to include validated IW-related requirements in the acquisition programs of record and rapid acquisition efforts.

6. ASSISTANT SECRETARY OF DEFENSE FOR NETWORKS AND INFORMATION INTEGRATION/DoD CHIEF INFORMATION OFFICER (ASD(NII)/DoD CIO). The ASD(NII)/DoD CIO shall, in coordination with the Chairman of the Joint Chiefs of Staff and CCDRs, annually set priorities for enhancing command and control and communication architectures to support steady-state and surge IW-related activities, and facilitate interoperability with interagency and indigenous partners in accordance with DoD Directive 5144.1 (Reference (e)).

7. DIRECTOR, PA&E. The Director, PA&E, shall:

a. Annually assess, track, and make recommendations to the Secretary of Defense regarding the distribution of risk among program elements that support activities and missions related to traditional and irregular warfare, based on priorities established in strategic guidance documents.

b. With the Chairman of the Joint Chiefs of Staff and in coordination with DoD Components, manage the development and use of appropriate analytical models, tools, and data to support the analysis of the U.S. Armed Forces for IW.

8. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments shall:

a. Maintain military capabilities and track the capacity and proficiency of the Military Services to meet CCDR IW-related requirements in accordance with strategic guidance documents.

b. Maintain scalable organizations to train and advise foreign security forces and security institutions (unilaterally or as part of civilian-military teams) in permissive and uncertain environments.

c. Maintain expeditionary units organized, trained, and equipped that, when directed, are able to provide civil security, restore essential government function, repair key infrastructure necessary to government function and to sustain human life, and reform or rebuild indigenous security institutions until indigenous, international, or U.S. civilian personnel can do so.

d. Ensure curricula in individual and unit training programs and Military Department schools prepare personnel for IW. Ensure all Service schools develop appropriate education and training programs and courses, reflecting joint and Military Department IW-relevant doctrine.

e. Establish through designation at the Military Department and/or Service level, as appropriate, a representative accountable for discharging the responsibilities delineated in this Directive.

9. CHAIRMAN OF THE JOINT CHIEFS OF STAFF. The Chairman of the Joint Chiefs of Staff shall:

a. Serve as the principal military advisor to the Secretary of Defense for IW and, in conjunction with the ASD(SO/LI&IC), provide oversight to ensure that the U.S. Armed Forces maintain the capabilities and capacity so that they are as effective in IW as they are in traditional warfare.

b. Direct joint education and annual training, exercises, concept development, and experimentation to ensure the U.S. Armed Forces are prepared to plan, conduct, and sustain campaigns involving IW-related activities and operations, including:

(1) Counterterrorism operations, foreign internal defense, unconventional warfare, counterinsurgency, and stability operations.

(2) Strategic communication; information, psychological, civil-military, intelligence, and counterintelligence operations; and support to law enforcement.

(3) Sustained operational and intelligence preparation of the environment.

(4) The integrated operations of interagency and multinational civilian and military organizations to support a foreign government or population threatened by irregular adversaries.

(5) Operations with and through foreign security forces to achieve objectives through IW-related activities.

c. Identify and validate DOTMLPF capability gaps with IW applications and coordinate with appropriate capability developers to mitigate shortfalls.

d. In conjunction with CCDRs and the Secretaries of the Military Departments, maintain universal joint tasks for mission-essential tasks that support IW-related activities and operations.

e. Incorporate IW-related concepts into joint doctrine in coordination with the CCDRs and the Secretaries of the Military Departments.

f. Annually assess proficiency and readiness of the U.S. Armed Forces to conduct activities necessary to implement CCDR campaign and contingency plans related to IW. Incorporate the assessment into the annual risk assessment.

10. COMMANDERS OF THE COMBATANT COMMANDS. The Combatant Commanders shall:

a. Identify IW-related requirements for steady-state and surge campaigns.

b. Incorporate IW-related concepts into military training, exercises, and planning.

c. Advise ASD(SO/LIC&IC) and the Chairman of the Joint Chiefs of Staff on capacity and capability requirements to implement theater campaign and contingency plans relevant to IW.

d. Recommend DOTMLPF changes to the Chairman of the Joint Chiefs of Staff, Commander, U.S. Joint Forces Command (CDRUSJFCOM), Commander, U.S. Special Operations Command (CDRUSSOCOM), and the Secretaries of the Military Departments to implement best practices across the U.S. Armed Forces.

11. CDRUSSOCOM. In addition to the responsibilities listed in section 10, the CDRUSSOCOM shall:

a. Assist the Chairman of the Joint Chiefs of Staff by coordinating the development of those aspects of special operations forces (SOF) doctrine relevant to IW. Contribute to the integration of SOF-general purpose forces (GPF) IW-relevant doctrine with CDRUSJFCOM, the Chairman of the Joint Chiefs of Staff, and the Secretaries of the Military Departments.

b. Lead the development of SOF IW-relevant training and education standards for individuals and units with USD(P&R), the Chairman of the Joint Chiefs of Staff, and the Secretaries of the Military Departments.

c. Develop SOF capabilities for extending U.S. reach into denied areas and uncertain environments by operating with and through indigenous foreign forces or by conducting low-visibility operations.

d. Submit an annual assessment of SOF proficiency and readiness for IW to the Chairman of the Joint Chiefs of Staff.

12. CDRUSJFCOM. In addition to the responsibilities listed in section 10, the CDRUSJFCOM shall:

a. In coordination with CDRUSSOCOM and the Secretaries of the Military Departments:

(1) Assist the Chairman of the Joint Chiefs of Staff by leading the collaborative development of joint IW-relevant doctrine.

(2) As part of the joint concept development and experimentation program, explore new concepts and capabilities so that the U.S. Armed Forces are as effective in IW as they are in traditional warfare.

(3) Recommend mechanisms and capabilities for increasing interoperability and integration of SOF and GPF in IW-related activities.

b. Lead the collaborative development of joint standards for GPF IW-relevant training and readiness for individuals and units with USD(P&R), the Chairman of the Joint Chiefs of Staff, and the Secretaries of the Military Departments.

c. Assist USD(P&R) in identifying tracking requirements for critical skills and experiences relevant to IW.

d. With CCDRs and the Secretaries of the Military Departments, lead the identification of joint IW-relevant capabilities and recommend priorities for capability development to ASD(SOLIC&IC) and the Chairman of the Joint Chiefs of Staff.

e. In conjunction with the Secretaries of the Military Departments, submit an annual assessment of U.S. Armed Forces' GPF proficiency and readiness for IW to the Chairman of the Joint Chiefs of Staff.

GLOSSARY

DEFINITIONS

Unless otherwise noted, these terms and their definitions are for the purposes of this Directive.

civilian-military teams. Temporary organizations of civilian and military personnel specifically task-organized to provide an optimal mix of capabilities and expertise to accomplish specific operational and planning tasks, or to achieve objectives at the strategic, operational, or tactical levels. Civilian-military teams may conduct both overt and clandestine operations.

counterinsurgency. Those military, paramilitary, political, economic, psychological, and civic actions taken by a government to defeat insurgency.

counterterrorism. Operations that include the offensive measures taken to prevent, deter, preempt, and respond to terrorism.

direct means. Meeting security objectives through the U.S.-led application of military power.

foreign internal defense. Participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, and insurgency.

indirect means. Meeting security objectives by working with and through foreign partners.

irregular warfare. A violent struggle among state and non-state actors for legitimacy and influence over the relevant population(s). Irregular warfare favors indirect and asymmetric approaches, though it may employ the full range of military and other capacities, in order to erode an adversary's power, influence, and will.

security forces. Duly constituted military, paramilitary, police, and constabulary forces of a state.

stability operations. An overarching term encompassing various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief.

traditional warfare. A form of warfare between the regulated militaries of states, or alliances of states, in which the objective is to defeat an adversary's armed forces, destroy an adversary's war-making capacity, or seize or retain territory in order to force a change in an adversary's government or policies.

unconventional warfare. A broad spectrum of military and paramilitary operations, normally of long duration, predominantly conducted through, with, or by indigenous or surrogate forces who are organized, trained, equipped, supported, and directed in varying degrees by an external

source. It includes, but is not limited to, guerrilla warfare, subversion, sabotage, intelligence activities, and unconventional assisted recovery.