

CHAPTER 9

COMBAT STRESS CONTROL IN OPERATIONS OTHER THAN WAR

9-1. Introduction

The Army classifies its activities during peacetime and conflict as operations other than war. Conflict is characterized by hostilities short of war to secure strategic objectives.

a. The growing incidence of conflict pits Army forces against irregular or unconventional forces, enemy special operations forces (SOF) and terrorists. Conflict poses a threat to US interests at all times, not just in periods of active hostilities. United States citizens, especially military personnel and their families, may be at risk anywhere in the world.

b. The terrorist or guerrilla forces count on fear and terror as their principal weapon and objective. By attacking the defending military forces and civilian population only at times and places of their choosing, they deny the defender any safe areas and flaunt the inability of the authorities to protect themselves or their people. By hiding among the populace and using women and children as combatants, the guerrilla or terrorist provokes the defending forces to perceive the people as unworthy of protection. The defender may adopt harsh repressive measures and commit atrocities which turn the people against the defenders.

(1) Although the stressors of terrorism and guerrilla tactics are less overwhelming than those of war, they are deliberately designed to cause breakdown of military professionalism and discipline. As these events are reported in the media, the enemy expects that the home front in the US will perceive the conflict as unwinnable and immoral. The goal for the enemy is for the US home front to abandon support for the effort and even turn against our own soldiers.

(2) In operations other than war when combat operations are required (engagements), battle fatigue casualty rates rarely exceed one battle fatigue casualty per ten WIA. Other misconduct stress behaviors, including drug and alcohol abuse and criminal acts, become the more common and serious reflectors of combat stress in light combat operations. Table 9-1, page 9-3, lists some likely stress-producing aspects of operations other than war which involve conflict.

(3) Civil and military leaders would be in error to rely only on military technology and indiscriminate firepower to oppose a guerrilla force. These leaders must also recognize and defuse the political and psychological stress threat. If they fail to do this, they may win the battles in the field but still lose the war (or the post-treaty peace).

c. Forces for military operations other than war must be selected and task-organized to fit the situation. Combat, when it occurs, is strategically defensive and intended to permit political, social, and economic development activities. The nature of the conflict requires that coercive measures be the minimum necessary to achieve the purpose. This will be visible to the soldier largely in terms of extremely restrictive rules of engagement. For his own sake, as well as for the success of the mission, the soldier must understand the environment in which he is to operate and fight.

(1) Army actions in operations other than war must be fully coordinated with national strategy and fused at the operational level into a coherent effort. The effort must complement economical, political, and military activities. This linkage with such activities must be made clear to the soldiers. Failure to do so can lead to confusion and frustration among soldiers

as to the purpose, attainability, and objectives of their mission.

(2) Public affairs plays a critical role in the operations other than war environment, across all of the operational categories. It supports the commander and soldier by—

- Assessing information needs.
- Formulating messages.
- Facilitating the flow of information.
- Providing communications channels.
- Serving as the primary interface between the military and the civilian media.

A key public affairs mission is to reduce the soldiers' sense of isolation by—

- Reinforcing the role each soldier plays in the operation.
- Ensuring information flows in and out of the theater.
- Telling the Army story to the public in order to maintain support for the effort and the soldiers.

(3) Operations other than war (peacetime or conflict) require that the plan and the task organization of units be tailored to the specific operation. The following paragraphs review the operational categories and the special stressors that soldiers are likely to encounter.

9-2. Support for Insurgency Operations

a. Support for insurgency is a goal-directed activity. These operations are normally

of long duration and predominantly conducted by indigenous or surrogate forces. These forces are organized, trained, equipped, supported, and directed in varying degrees by an outside source. Unconventional warfare, a tactic employed in insurgency or counterinsurgency, includes guerrilla warfare and other direct offensive, low-visibility, covert, or clandestine operations. It also includes the indirect activities of subversion, sabotage, intelligence collection, evasion, and escape. The primary forces used in unconventional warfare are SOF. Combat stress control personnel who support such operations must have the appropriate level of security clearance to debrief and treat SOF personnel at the conclusion of their mission.

b. Insurgency is an organized, armed, political struggle whose goal may be the seizure of power through revolutionary takeover and the replacement of the existing government. In some cases, however, insurgency is undertaken to break away from government control and establish an autonomous state within traditional ethnic or religious territorial bounds. It may even be conducted to extract limited political concessions that are unattainable with less violent means.

(1) The existing government will attempt to isolate the insurgents from the general population. Therefore, insurgents normally must live under austere or primitive conditions, have limited or no access to medical care, and often operate using hit-and-run tactics. The severity of those conditions will depend upon how much support the insurgents receive from the local population and the effectiveness of the government's repressive measures.

(2) If the US SOF were to provide support to a US-backed insurgent group, they would also operate and live in this austere environment. Issues which would contribute to combat stress, battle fatigue, and potential

Table 9-1. Stress-Producing Aspects of Operations Other Than War (Conflict)

OPERATIONAL PURPOSE OR MISSION OFTEN NOT CLEAR—WHEN AND HOW FORCEFULLY TO FIGHT.

RESTRICTION ON FIRE POWER AND FORCE RATIO TO PREVENT DESTROYING THE CIVILIAN COUNTRYSIDE.

FRUSTRATION OVER NOT FINDING THE ENEMY.

LIKELY TO BE PHYSICALLY GRUELING OPERATIONS.

LIVING OFF THE LAND.

LIVING AND FIGHTING IN UNFAMILIAR COUNTRY.

POLICE DUTIES OR COMBAT IN URBAN TERRAIN.

LIVING AND FIGHTING WITHOUT TYPICAL SUPPORT AND “CREATURE COMFORTS.”

CONTRAST BETWEEN SUPPORT TROOPS LIVING IN COMPARATIVE LUXURY WHILE COMBAT SOLDIERS LIVE MORE AUSTERELY.

LONG PERIODS OF HARD MARCHING WITHOUT MAKING CONTACT WITH ENEMY.

CONTINUING CONFLICT WITH SLOW PROGRESS.

TAKING, THEN ABANDONING, THEN RETAKING THE SAME TERRAIN, WITH CASUALTIES EACH TIME.

UNSURE OF WHEN, WHERE, AND HOW THE ATTACK IS COMING.

UNABLE TO DECISIVELY ENGAGE THE ENEMY.

DIFFICULTY DISTINGUISHING THE ENEMY FROM NONCOMBATANT LOCAL POPULATION.

FRUSTRATION THAT LOCALS ARE HELPING THE ENEMY.

TENDENCY TO DEVELOP “BUNKER MENTALITY” AND LOSE VIGILANCE.

LACK OF CONFIDENCE IN FIGHTING ON ENEMY SOIL.

WAITING EXTENDED PERIODS FOR ENEMY CONTACT; BOREDOM FROM LACK OF ACTIVITIES.

OVERREACTING TO THE ENEMY’S “HIT-AND-RUN” TACTICS.

RULES OF ENGAGEMENT MAY PROHIBIT FIRING UNTIL FIRED ON.

BEING AMBASSADORS VERSUS WARRIORS.

DEVELOPING A SENSE OF SUPERIORITY TO LOCAL CITIZENS OF LESS DEVELOPED COUNTRIES.

LOW ESTEEM FOR LOCALS BECAUSE MANY BECOME PROSTITUTES OR SELLERS OF BLACK MARKET GOODS.

AVAILABILITY OF ILLEGAL DRUGS AND ALCOHOL CREATES TEMPTATION.

misconduct stress behaviors are listed in Table 9-2 along with leader and buddy actions to counteract these stressors.

(3) Insurgents frequently adopt terrorism as a tactic. This is one of the things that makes counterinsurgency so difficult. It also makes support for insurgency (should we be called upon to do it) such a moral dilemma.

(4) Insurgences and use of terrorism independent of insurgences probably pose

stress which is as severe as that which occurs in the most violent of “conventional” wars. All the societal norms which Americans accept seem to be abandoned and perhaps irrelevant. The participants’ moral compass may go haywire so that they have a hard time distinguishing right from wrong. Innocent persons are singled out for the most atrocious attacks because of their shock value.

(5) Inspired, compassionate leadership and firm discipline are required to prevent misconduct stress behaviors.

Table 9-2. Stress Considerations and Recommendations for Stress Control in Insurgency Operations

STRESS ISSUES IN UNCONVENTIONAL WARFARE/SUPPORT TO INSURGENCY	RECOMMENDED LEADER/BUDDY ACTIONS
ISOLATION (LACK OF WORLD NEWS).	BUILD UNIT COHESIVENESS AND STRONG SENSE OF US SOF IDENTITY.
SECRECY ABOUT OWN ACTIVITIES.	COMMAND EMPHASIS ON KEEPING FIELD OPERATIVES INFORMED AND EXPLAINING REASONS FOR POLICY CHANGES (CONSISTENT WITH OPERATIONS SECURITY).
CULTURAL DIFFERENCES AND LANGUAGE BARRIERS.	SPECIAL TRAINING FOR THE LOCAL CULTURE.
AUSTERE AND PRIMITIVE LIVING CONDITIONS.	MEANINGFUL AND MILITARY-RELATED ACTIVITIES, SUCH AS TRAINING, IMPROVED LIVING CONDITIONS, AND SUCH.
HIDING OUT; ENFORCED INACTIVITY WITH HIGH TENSION.	UNIT AFTER-ACTION DEBRIEFINGS WORKING THROUGH PROBLEMS ENCOUNTERED OR INCIDENTS WITNESSED.
OBSERVATION OF ATROCITIES (BY BOTH FORCES).	
OVERIDENTIFICATION WITH THE INSURGENTS, SUCH AS ADOPTION OF LOCAL CUSTOMS AT ODDS WITH US CUSTOMS/RULES/LAWS.	
DIFFICULTY WITHDRAWING (EMOTIONALLY AS WELL AS LOGISTICALLY) WHEN THE MISSION OR US POLICY CHANGES.	PERIOD OF TIME WITHIN THE UNIT AFTER THE OPERATIONS FOR WIND DOWN AND DEFUSING.

9-3. Support for Counterinsurgency Operations

Internal Defense and Development (IDAD) strategy is the full range of measures taken by a nation to promote its growth and protect itself from subversion, lawlessness, and insurgency. It focuses on building viable institutions (political, economic, military, and social) that respond to the needs of the society. Developmental programs, carefully planned, implemented, and publicized, can serve the interests of population groups and deny exploitable issues to the insurgents. Foreign Internal Defense (FID) is the participation by civilian and military agencies of a government in any of the action programs taken by another government to free and protect its society. Foreign Internal Defense is the US role in the IDAD strategy.

a. In countering an insurgency, the Army may employ specially trained forces or training teams. This sort of activity may include the transfer of defense equipment, the training of foreign soldiers, advisory assistance, or even the commitment of combat forces. All military efforts in a counterinsurgency campaign will be made in concert with the HN and the initiatives of other US government agencies involved to ensure a synchronized national effort.

b. The forces selected for FID will depend on the threat to be countered. Special operations forces, light and heavy forces, aviation units, logistical support, and a variety of training teams may be used for counterinsurgency efforts.

c. The high degree of selection and training, provided it is done well, tends to minimize battle fatigue casualties and misconduct stress behaviors. However, if units are hastily selected and deployed, they are likely to have problems facing the special stressors in operations other than war (listed in Table 9-1).

d. Refer to Table 9-3 for mental health considerations and recommendations in support of counterinsurgency operations.

9-4. Combatting Terrorism

a. Terrorism and the threat of terrorism are widespread in the modern world. Terrorism can occur throughout the operational continuum. It is defined as the unlawful use or threatened use of force or violence against people or property to coerce or intimidate governments or societies, often to achieve political, religious, or ideological objectives.

(1) Terrorists may be independent groups or maybe supported covertly or openly by hostile states. Terrorist organizations sometimes cooperate with each other in pursuit of common strategic objectives.

(2) US Army doctrine calls for preventive action (antiterrorism) along with reactive measures (counterterrorism) to meet the terrorist threat to US forces, representatives, and agencies and to the security of American citizens and property.

(a) Antiterrorism consists of those defensive measures used to reduce the vulnerability of personnel, family members, facilities, and equipment to terrorist acts.

(b) Counterterrorism is comprised of those offensive measures taken to prevent, deter, and respond to terrorism. Terrorism must be dealt within the Army's daily operations as well as being of concern in war and operations other than war. Terrorist tactics may be directed at service families, recreational facilities, and general targets such as commercial airliners.

Table 9-3. Stress Considerations and Recommendations for Stress Control in Counterinsurgency Operations

SUPPORT FOR COUNTERINSURGENCY STRESSORS	RECOMMENDATIONS AND ACTIONS
CULTURAL CONFLICTS. } LANGUAGE BARRIERS. }	DEVELOP AN EFFECTIVE SPONSORSHIP PROGRAM.
CLIMATE DIFFERENCES. } UNFAMILIAR TERRAIN. }	ENSURE ACCLIMATIZATION OF TROOPS AND REQUIRED TRAINING.
DIFFICULTY IDENTIFYING THE ENEMY.	ESTABLISH HN EDUCATION PROGRAM WITH EMPHASIS ON UNDERSTANDING LOCAL CULTURE, VALUES, PRACTICES, AND PRESSURE AFFECTING HN PEOPLE.
REACTION TO HIT-AND-RUN TACTICS.	PROVIDE TIME FOR SOLDIERS TO DEBRIEF ON THEIR EXPERIENCE.
SUPPORT TROOPS VERSUS COMBAT SOLDIERS LIVING STANDARDS.	DO NOT OVERBUILD SUPPORT BASE.
SOLDIER AND FAMILY UNCLEAR CONCERNING ARMY'S MISSION.	USING A VARIETY OF MEDIA, CONTINUE TO EXPLAIN THE UNIT'S MISSION.
CONTINUING THE FIGHT WITH SLOW PROGRESS.	EDUCATE SOLDIERS ON REALITIES OF THE MISSION.
DEALING WITH EXTENDED PERIODS OF NO ACTIVITY.	PROVIDE RELEVANT TRAINING DURING LULLS.
INABILITY TO DECISIVELY ENGAGE OPPOSITION.	AFTER COMPLETION OF THE OPERATIONS, CONDUCT DEBRIEFINGS. DISCUSS WHAT OCCURRED, INDIVIDUAL REACTIONS AND FEELINGS, AND STRENGTHS AND WEAKNESSES OF THE OPERATION. LINK ACCOMPLISHMENTS WITH UNIT GOALS.
HOST-NATION SUPPORT ROLES.	LEADERSHIP CLEARLY COMMUNICATES SOLDIERS' ROLES, RULES OF ENGAGEMENT, AND REASON OR RATIONALE FOR RULES TO HN LEADERSHIP OWN FORCES.

(c) Awareness of the threat and recognition that the indicators of terrorist activity differ from those of the enemy on the conventional battlefield are essential to combatting terrorism.

(d) Leaders at all levels must develop a broad view of this threat which will guide them in securing their operations and in protecting their soldiers from terrorists as well as from conventional enemy military forces.

(e) At the same time, they must not impose excessive anxiety, restrictions, and repression which play into the enemies' game plan.

(3) United States counterterrorism forces must be protected against and treated for combined effects of frustration, moral conflict, and boredom which are the terrorists' main goals for success. When implementing preventive or reactive programs, the following should be considered:

- Battle fatigue is usually mild and can be managed in the units.
- Special programs may be needed to prevent and treat alcohol and drug misuse.
- Additional programs may be required to prevent misconduct against prisoners or noncombatants and other lapses of military discipline.
- Soldiers who return from counterterrorism missions and other special operations need a stand-down period. This should come before they are reunited with their families or other noncombatants. The stand-down period is needed to "defuse" the tension that has built up during the operational phase.

These programs are also needed to protect against PTSD which may disable the soldier or veteran for several months or years after returning home.

b. Terrorist acts produce debilitating stress reactions due to the shock of the event, the sudden violation of familiar and safe settings, and the feeling of loss of control. The stress may impact not only on the direct victims of the terrorist act but also on the passive witnesses of the destruction, the immediate rescuers and care givers, and the more distant care givers, friends, coworkers, and family. The following feelings or behaviors may become evident:

- Hostile feelings (repressed or expressed).
- Feelings of dependence.
- Feelings of powerlessness or incompetence.
- Regressive behaviors (childish temper outbursts, stubbornness).
- Negative responses to relocation and isolation.
- Positive identification with the terrorists ("the Stockholm syndrome").
- Sense of being a victim.
- Negative feelings about one's own country or its allies.

c. Victims of disaster/hostage/terrorist situations suffer a high incidence of acute, chronic, and delayed PTSD in addition to possible medical and surgical injuries. Treatment of these disorders in the acute phase, and even better, preventive measures before symptoms occur, can prevent the development of many chronic or delayed disabilities.

(1) Task-organized multidisciplinary stress control teams provide mental health treatment services. These teams initiate preventive treatment measures to individuals or groups involved in disasters, terrorist activities, and hostage situations. Teams are task-organized depending upon the number of people involved in the specific incident and the nature of the incident.

(2) The team assists victims, family members, witnesses, immediate rescuers, and backup medical staff involved in terrorist or hostage situations. A variety of individual and group techniques are used to help return persons to normal functions and to reduce the impact of PTSD. Some examples of these techniques are as follows:

- Professional reassurance of the normality of acute stress reactions and the positive expectation of rapid recovery and coping.

- Critical event debriefing of groups. Everyone is encouraged to talk out what happened and what everyone did (saw, heard, smelled, felt) in detail. In the process, the group corrects misunderstandings and validates and ventilates feelings.

- Individual debriefing as needed.

- Extremely limited use of fast-acting sedating medication in special cases.

- Individual, group, or family follow-up as needed.

d. Refer to Table 9-4 for some operations other than war mental health recommendations in support of combatting terrorism.

Table 9-4. Stress Considerations and Recommendations for Stress Control Issues—Related to Terrorist Attacks

TERRORISM STRESSORS	RECOMMENDATIONS AND ACTIONS
SHOCK OF THE EVENT.	PROVIDE HONEST, ACCURATE INFORMATION ABOUT WHAT ACTUALLY HAPPENED.
SUDDEN VIOLATION OF FAMILIAR SETTING.	PREVENT PREMATURE CONCLUSIONS BASED ON RUMORS OR INCOMPLETE DATA.
LOSS OF CONTROL.	MEDIATE BETWEEN NEEDS OF THE VICTIMS AND THEIR FAMILIES, LAW ENFORCEMENT, INTELLIGENCE, AND MEDIA AGENCIES.
HOSTILE FEELINGS (REPPRESSED OR EXPRESSED).	DEPLOY MULTIDISCIPLINARY STRESS CONTROL TEAM TO ASSIST VICTIMS, FAMILY MEMBERS, STAFF, AND OTHERS INVOLVED AS RESCUERS, CARE GIVERS, AND WITNESSES.
FEELINGS OF DEPENDENCE.	DEBRIEF IN PRECISE DETAIL (GROUP AND/OR ONE-ON-ONE).
OBSERVATION OF ATROCITIES.	DO NOT OVERREACT TO VICTIM'S TEMPORARY STRESS REACTIONS.
FEELINGS OF IMPOTENCE.	ASSURE OF NORMALITY OF REACTIONS AND ABILITY TO COPE.
REGRESSIVE BEHAVIORS.	
RELOCATION AND ISOLATION RESPONSES	
POSITIVE IDENTIFICATION WITH TERRORISTS.	
SENSE OF BEING A VICTIM.	
NEGATIVE FEELINGS ABOUT OWN COUNTRY.	

9-5. Operations Other Than War (Peacetime Contingency Operations)

These operations are politically sensitive military activities. They are normally characterized by the short-term, rapid projection or employment of forces in operations other than war. They are often undertaken in crisis avoidance or crisis management situations requiring the use of military instruments to enforce or support diplomatic initiatives.

a. Several Types of Operations. There are numerous types of operations which are covered by this operational category. In each type of operation, different stress factors will be present. Some operations, such as strikes and raids, inherently involve combat, but are brief. Others, such as peacemaking and noncombatant evacuation operations, run a high risk of violence but under much more ambiguous conditions. Military operations other than war such as peacekeeping, nation building, and disaster relief should not lead to combat, but do involve their own types of stressors. Soldiers are expected to be ambassadors and representatives of the goodwill of the US, yet they may be separated from home or family, sometimes abruptly. They may have to live under uncomfortable or monotonous, boring conditions, perhaps for prolonged periods. In addition, they may be exposed to an entirely different culture whose practices may seem alien, backward, or even repulsive to those who do not understand the historical or practical reasons for them. However, misconduct stress behaviors on the part of our troops can turn local goodwill into enduring resentment and hatred. Table 9-5 provides some of the mental health considerations which may be present in any given peacetime contingency situation and recommended actions which may be taken. Each type of operation is presented below.

b. Attacks and Raids. The US conducts attacks and raids for specific purposes

other gaining or holding terrain. Attacks and raids can support rescue and recovery operations. They can destroy or seize equipment or facilities which significantly threaten national security interests. They can also support counterdrug operations by destroying narcotics production or temporary storage facilities used during shipment, or support HN's actions in this regard. Depending on the intensity and duration of combat and on the success (or lack of success), strikes and raids produce traditional combat stress behaviors. The level of secrecy in which the operation is conducted can produce added stress for the soldier and his family. Depending on the size and planned duration of the operation, mental health/combat stress control personnel may accompany the strike force or remain at home station. Mental health/combat stress control personnel should be involved as early as feasible in planning and recovery.

c. Shows of Force and Demonstrations. These operations lend credibility to our nation's promises and commitments. They increase our regional influence and demonstrate our resolve to use military force as an instrument of national power. Further, the NCA may order these operations to bolster and reassure friends and allies. Health service support activities to include combat stress control follow the traditional role of providing support to a combat force. Demonstrations may involve high anticipatory anxiety but usually do not cause psychic trauma unless open combat, accidental deaths, or terrorist acts result from them.

d. Rescue and Recovery Operations. Rescue and recovery operations are sophisticated actions requiring precise execution, especially when conducted in a hostile environment. These operations may be clandestine or overt. They may include the rescue of US troops or friendly foreign nations, or the location, identification, and recovery of sensitive equipment or items critical to US national security. The level of hostilities to

Table 9-5. Stress Considerations and Recommendations for Stress Control in Peacetime Contingency Operations

STRESSORS IN PEACETIME CONTINGENCY OPERATIONS	RECOMMENDATIONS AND ACTIONS
SUDDEN UNIT DEPLOYMENT.	DEVELOP PROGRAM FOR SOLDIERS AND FAMILIES TO RECEIVE TIMELY INFORMATION.
UNPLANNED CATASTROPHE OR INCIDENT (NO TEXT-BOOK SOLUTION). SMALL UNIT ACTIVITY HAS GREAT POLITICAL AND MEDIA INTEREST.	DEVELOP COHESIVE UNIT WITH STRONG INDIVIDUAL AND GROUP PROBLEM-SOLVING SKILLS.
CULTURAL AND LANGUAGE DIFFERENCES.	IMPROVISE AS REQUIRED TO ACCOMPLISH THE UNIT'S MISSION.
LACK OF FREEDOM OF MOVEMENT.	DEVELOP STRATEGY TO KEEP SOLDIERS FOCUSED ON MISSION.
POST-TRAUMATIC STRESS OF HELPERS.	DEVELOP STRATEGY TO KEEP SOLDIERS FOCUSED ON MISSION.
UNCLEAR OR MISUNDERSTOOD PURPOSE OR MISSION.	IMPLEMENT A SPONSORSHIP PROGRAM FOR SOLDIERS AND FAMILIES WITH HN INPUT.
FEELINGS OF ISOLATION AND FRUSTRATION.	DEVELOP SUPPORT SYSTEM TO FIGHT ISOLATION.
	IMPLEMENT DEBRIEFING PROCESS.
LACK OF TYPICAL MILITARY BASE OPERATIONS.	BRIEF ON A REGULARLY BASIS SO THE UNIT'S MISSION IS UNDERSTOOD.
INADEQUATE SECURITY (THE BEIRUT BARRACKS BOMBING).	DEVELOP UNIT GOALS BASED ON MISSION PRIORITIES.
EXCESSIVE SECURITY (PROMOTES "BUNKER MENTALITY").	ENSURE SOCIAL SUPPORT SYSTEM AND ACTIVITIES TO SUPPORT COHESION.
	DEVELOP MOBILE SYSTEM TO SUPPORT OPERATIONS.
FRUSTRATION OVER RULES OF ENGAGEMENT.	ENSURE SECURITY IS CONSISTENT WITH THE THREAT.
IMPROPER FRATERNIZATION WITH LOCAL POPULATION.	ASSURE PROPER BEHAVIORS TOWARD LOCAL POPULATION.

be encountered will vary with each specific mission. Mental health support may be required by the individuals being rescued or the force employed. The level of security for the operation may result in added stressors to those accomplishing the mission.

e. Disaster Relief Operations. Disaster relief operations provide emergency assistance to victims of natural and man-made disasters abroad. These operations are responses to requests for immediate help and rehabilitation from foreign governments or international agencies. Mental health support may be required for both victims of the disaster and the military units and health professionals caring for them. The victims' plight may be truly distressing and leave memories of many horrible sights, sounds, and smells for all involved. Recent disasters within the US have also expanded the role of the military (Active and Reserve Components) in domestic disaster relief. In some instances, identification with the victims may even be stronger. For some units, their own families may be involved in the disaster while they must remain on duty for the common good.

f. Noncombatant Evacuation Operations. Noncombatant evacuation operations are conducted to relocate civilian noncombatants from locations in a foreign country. These operations are normally conducted to evacuate US citizens whose lives are in danger; however, they may also include the evacuation of HN or third country citizens. These operations are of short duration. They consist of rapidly inserting a force, occupying an objective, and making a planned withdrawal. The amount of force used is normally limited to that required for self-defense and the defense of the operations. Mental health support may be required for both the forces employed and the civilians being evacuated. The need for mental health intervention will depend upon the level of hostilities and the psychological trauma encountered. It also depends on the anticipated

duration of the operation and the recent experiences of those being evacuated. After-action debriefing at the small unit level should be routine. All evacuees should receive large group stress debriefing. Critical event debriefings can then be scheduled for such groups who need them.

g. Operations to Restore Order ("Peacemaking"). These operations are intended to establish and restore peace and order through the use of force. The US conducts these operations when it is in its national interest. Intense efforts are made to stop a violent conflict and to force a return to political and diplomatic methods of resolution. The US typically undertakes "peacemaking" operations at the request of appropriate national authorities in a foreign country. It may also conduct these operations to protect US citizens as part of an international, multilateral, or unilateral operation. The threat of armed resistance or attack by one or more disgruntled parties in the conflict is high. This may take the form of overt battle, major terrorist attack, or covert harassment and sniping. The rules of engagement may require not returning fire until fired upon, with the source of hostile fire clearly identified. Combat stress control support for peacemaking forces requires the traditional support to combat forces. Peacemaking forces must also be prepared to counter added stressors. These stressors may include language and customs barriers, ambiguous threats, and the lack of freedom of movement.

h. Peacekeeping Operations. Peacekeeping operations are military operations conducted with the consent of the belligerent parties to a conflict. These operations are conducted to maintain a negotiated truce and to facilitate a diplomatic resolution. The US may participate in peacekeeping operations under the auspices of an international organization, in cooperation with other countries, or unilaterally. Peacekeeping operations support diplomatic efforts to achieve, restore, or maintain peace in

areas of potential or actual conflict. Units of peacekeeping forces may use force only in clear cases of self-defense. Due to the nature of peacekeeping operations, misconduct stress behaviors can result from a number of factors. Another characteristic of peacekeeping is isolation of small units for prolonged periods with only radio or telephone contact with their superiors. Also, any violence directed against the peacekeepers will likely come from people whom they intend to be helping. Thus, a sense of betrayal aggravates the stress inherent in the event. Table 9-6 provides mental health considerations and recommendations in support of peacekeeping operations.

i. Humanitarian and Civic Assistance.

US Army combat support/CSS units may be deployed or rotated to friendly HNs to assist that country in developing its resources. These activities serve the basic economic and social needs of the people of the country concerned. They—

- Support the civilian leadership.
- Benefit a wide spectrum of the community.
- Should be self-sustaining (once completed) or supportable by the HN civilian or military agencies. Examples include—
 - Providing medical, dental, and veterinary care in rural areas.
 - Training local health care personnel in hygiene and preventive medicine.

- Assisting in establishing mental health and social service agencies.
- Performing engineer projects, such as building roads, bridges, and flood control dams.

Army units engaged in humanitarian and civic assistance range from active Army units deployed for relatively long periods to Reserve Component units on annual training. These conditions can cause a wide variety of stressors related to acclimatization to the environment and culture, coupled with separation from home.

9-6. Stress Problems of Military Operations Other Than War

The stress problems of military operations other than war are recognized by Army long-range planners. The Army must develop an appreciation of low-key, frustrating, and frequently inglorious work. This will not be easy for our soldiers from a culture noted for its impatience and thirst for decisive outcomes. In some areas, we may have to “train down” to less sophisticated equipment because operations other than war frequently are not appropriate for displaying the latest technology. Finally, there is the matter of culture. The American sent to function in an alien culture will have to possess some knowledge of that culture if he is to successfully interact with and influence the members of that culture. For additional information on operations other than war and peacetime contingency operations, refer to FMs 100-5 and 100-20. For specific information on medical operations in this environment, refer to FM 8-42.

Table 9-6. Stress Considerations and Recommendations for Stress Control in Peacekeeping Operations

PEACEKEEPING STRESSORS	RECOMMENDATIONS AND ACTIONS
<p>ISOLATION.</p> <p>BOREDOM.</p> <p>CULTURAL ALIENATION.</p> <p>REPETITIOUS OR ROUTINE DUTIES.</p> <p>OVER TIME, SENSE OF NONSIGNIFICANT MISSION.</p> <p>AS MISSION CONTINUES OVER THE YEARS, INCREASE IN FIXED FACILITIES VERSUS AUSTERITY FOR SOLDIER ON THE FRONT LINE.</p> <p>LACK OF UNDERSTANDING OF CULTURAL AND POLITICAL ISSUES OF OTHER NATIONS MAKING UP PEACEKEEPING FORCE.</p> <p>FRICTION AND HOSTILITY WITH OTHER MEMBERS OF THE MULTINATIONAL FORCE (USUALLY ERUPTING IN OFF-DUTY HOURS).</p> <p>PREJUDICE OR FAVORITISM TOWARD ONE SIDE IN THE DISPUTE.</p>	<p>DEVELOP AND MAINTAIN UNIT COHESION INITIATIVES.</p> <p>JOB ROTATION, JOB CROSS TRAINING.</p> <p>TRIPS AND RECREATION IN HN.</p> <p>JOB EXPANSION, RIGOROUS TRAINING.</p> <p>CONTINUOUS EMPHASIS ON IMPORTANCE OF THE MISSION. BE CLEAR ON US ROLE.</p> <p>PUSH MOBILE SUPPORT PACKAGES FORWARD OR REDUCE GLAMOUR OF FIXED FACILITIES IN THE REAR.</p> <p>ESTABLISH EFFECTIVE ORIENTATION AND CULTURAL EXCHANGE PROGRAMS.</p> <p>POSITIVE INTRAMURAL SPORTS PROGRAMS AND SHARED ACTIVITIES.</p> <p>LEADERSHIP AND EDUCATION IN LOCAL HISTORY AND CULTURE. ACTIVELY PROMOTE NEUTRALITY AND MEDIATION.</p>

CHAPTER 10

WAR AND THE INTEGRATED (NUCLEAR, BIOLOGICAL, AND CHEMICAL) BATTLEFIELD

10-1. Introduction

War with sustained operations has the potential to generate numerous KIA, WIA, and battle fatigue casualties. To counter this, all units must be well-trained and well-led, and all soldiers made aware of the factors that cause battle fatigue (see Table 10-1). Active prevention programs can

reduce the incidence of battle fatigue casualties. Attrited units with exhausted leaders can become incapable of self-help. These units must be permitted to reconstitute psychologically as well as physically. Only then can they be a combat effective force prepared for return to the battle. Battle in the rear area will increase stress and stress casualties in all units.

Table 10-1. Likely Stress-Producing Aspects of War on the High-Tech Battlefield

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- BRIEF, HIGH-INTENSITY ENCOUNTERS.
 - EXTENSIVE CASUALTIES IN ONE AREA, FEW IN ANOTHER.
 - SMALL UNITS AND TEAMS IN ISOLATION.
 - SOLDIERS VIEWING MASS DESTRUCTION AND DEATH.
 - UNPREDICTABLE STRIKES BY LONG-RANGE WEAPONS.
 - MASSING OF FIRES IN SMALL AREAS—TOTAL DESTRUCTION EVIDENT.
 - SOLDIER REACTION TO ACTUAL USE OF DEADLY CHEMICAL, BIOLOGICAL, AND NUCLEAR MUNITIONS.
 - LOSS OF MOST OR ALL OF A UNIT IN A MATTER OF SECONDS OR MINUTES.
 - HIGH-TECH EQUIPMENT FAILURE.
 - LARGE NUMBERS OF KIA (BOTH MILITARY AND NONCOMBATANTS).
 - LARGE NUMBERS OF WIA (BOTH MILITARY AND NONCOMBATANTS).
 - MAIN ROADS CLOGGED BY NONCOMBATANTS' VEHICLES.
 - EVACUATION SYSTEM OVERLOADED.
 - UNIT COHESION CHALLENGED BY INTEGRATING LARGE NUMBERS OF NEW REPLACEMENT SOLDIERS.
 - EXISTENCE OF RUMORS, MISINFORMATION, OR THE LACK OF INFORMATION.
 - BEING A LONE SURVIVOR.
 - CONTINUOUS OPERATIONS IN CHEMICAL AND NUCLEAR ENVIRONMENTS.
 - FIGHTING ON UNFAMILIAR OR LESS-FAMILIAR TERRAIN.
 - HIGH TECHNOLOGY (MOVING AND FIGHTING FASTER THAN HUMANS CAN REACT OR MANEUVER).

Table 10-1. Likely Stress-Producing Aspects of War on the High-Tech Battlefield (Continued)

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- LITTLE GUIDANCE ON THE BATTLEFIELD VERSUS MICROMANAGEMENT ENVIRONMENT OF GARRISON.
 - KILLED IN ACTION AND WIA EFFECTS WILL RESTRICT UTILIZATION OF HIGH-TECH EQUIPMENT. THERE WILL BE FEWER EXPERTS REMAINING.
 - CONTINUING THE BATTLE WITH LITTLE INFORMATION FEEDBACK ON OVERALL RESULTS.
 - CONTINUING OFFENSIVE PUSH WITH LITTLE CHANCE FOR REST.
 - MOVING AHEAD OF LOGISTICS TAIL.
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NOTE

At the end of the conflict, after-action debriefings should be conducted. These debriefings, in small groups if possible, are conducted to help prevent PTSD. Post-traumatic stress disorder can occur even in soldiers who showed no disability during combat.

Electronic warfare is another tactic; this blocks communication and spreads misinformation. These tactics maximize confusion, uncertainty, shock, and fatigue. They are intended to make the defender unable to function—to put him in a state of physiologic and mental helplessness. This state was called battle paralysis or shock by the former Soviet Union.

10-2. The Battlefields of War

During war the battlefields are, by definition, chaotic, intense, and highly destructive. They may extend across wider geographical areas. While each of these features can be understood separately, their combined effects constitute the actual setting of operations.

a. Employment of Soviet-Type Offensive Doctrine. A characteristic of the offensive doctrine developed by the former Soviet Union is continuous attack by echelons of fresh units. Supported by massed artillery, these units reinforce success, bypass resistance, and break through. All available means are employed, perhaps including NBC, to destroy and disrupt rear area command, control, and logistics.

b. Employment of Battlefield Tactics. United States Army operations doctrine intends to minimize the effectiveness of potential enemy tactics and turn the tables on an aggressor. Instead of waiting passively to be overrun or isolated, US units must take the initiative and carry the attack to the enemy rear. They must disrupt the enemy's timetable and damage some of his reserve echelons. They must deprive his remaining force of sleep and confidence so they develop battle paralysis or desert their unit. Even with our technological advantage, we must expect to fight around the clock, whether on defense or offense. We must rest and resupply in a highly mobile environment. To succeed, our leaders and troops at all levels must retain the mental agility to detect windows of opportunity in the midst of confusion and stress. Leaders must act spontaneously and synchronously in accordance with their commanders' intent, even though the

situation has changed and communications are disrupted. Exhausted and attrited units, even those which have suffered mass casualties, must be returned quickly to the battle. The demands on CSS units, as well as the combat arms, may be extreme. If NBC weapons are employed, the stressors on the integrated battlefield will be incalculably greater.

c. Lines of Operation. In modern war, Army forces must prepare to fight campaigns of considerable movement, not only to reduce vulnerability but also to obtain decisive points. The speed with which today's forces can concentrate and the high volumes of supporting fires they can bring to bear will make the intermingling of opposing forces nearly inevitable. Telling friend from foe in darkness, smoke, and dust will be difficult.

NOTE

With the rapid pace and the urgency of firing first, tragic episodes of accidentally killing friendly forces ("brother" killing "brother" or fratricide) may happen. Prevention requires emphasis on vehicle and other identification training, awareness of the tactical situation, and continual risk analysis by leaders at all echelons.

(1) From the first of battle, deep reconnaissance, air mobility, long-range fires, and SOF will blur the distinction between front and rear. This will impose a requirement for all-around defense and self-sufficiency on all units. Throughout the battle area, attack and defense will often take place simultaneously as each combatant attempts to mass, economize locally, and maneuver against his opponent. This creates a state of uncertainty that calls for continued vigilance. Constant vigilance is impossible for

individuals to maintain. Only a well-trained, highly-cohesive unit can maintain constant vigilance for a prolonged period of time.

(2) Fluidity will also characterize operations in the rear of forward-deployed committed forces. Guerrillas, enemy SOF, and terrorists will seek to avoid set-piece battles and to strike at scattered points of vulnerability. Defending forces will try to preempt such attacks wherever they occur.

d. Lethal Systems. With the end of the cold war, sales of high-tech weapons (by the successors to the former Soviet Union and by western countries) may increase rather than decrease. The US intends to maintain our technologic advantage. Potential enemies, however, may field high-quality weapons systems whose range and lethality equal or exceed those of our lead elements. The following examples indicate a concentration of enormous combat power, especially at decisive points. These may be used by potential enemies, as well as by ourselves and our allies.

(1) Potent ground and air systems with missiles (air-to-surface, surface-to-surface, and surface-to-air).

(2) Armored vehicles with reactive armor and all-weather, day-night target acquisition systems.

(3) Multiple-launched rocket systems and tube artillery capable of saturating large areas with fire at really long ranges.

(4) Fixed-wing aircraft and attack helicopters firing multiple bomblet munitions.

(5) Scatterable mines with delayed or smart fuses.

(6) Fuel-in-air explosives which approach the blast effects of low-yield nuclear weapons.

(7) Precision-guided or smart fire and forget munitions.

(8) Nonpersistent or persistent chemical or biological agents, or nuclear warheads.

e. Sensors and Communications. Wide-ranging surveillance, target acquisition sensors, and communications will provide information almost immediately. These will increase the range and scope of battle. Sensors offer the commander more than just timely information on deep enemy locations and activity. They also serve as the basis for attacking enemy follow-on forces or units resting or reconstituting in reserve. Since these attacks can be of vital importance in battle, the sensors and communications means which make them possible are particularly valuable and subject to counter-attack. They will also be subjected to electronic countermeasures and deceptive simulation devices which decrease the validity of their input.

NOTE

When functioning, battlefield sensors may contribute to information overload. If too much reliance is placed in them, confusion, stupor, and even panic may occur when they malfunction or are deceived, as they surely will be at times.

Caution should be taken with global position-locating devices. These provide tremendous technological advantage, but troops must not become so dependent on them that they cannot navigate by map and compass when the device is damaged.

f. Command and Control. The more fluid the battlefield, the more important and difficult it will be to identify decisive points and focus combat power. Under such conditions, it is imperative that the commander's intent and concept of operations be understood throughout the force. Communications will be interrupted by enemy action at critical times. Units will have to fight while out of contact with higher headquarters and adjacent units. Subordinate leaders must be expected to act on their own initiative within the framework of the commander's intent. If soldiers at all levels are trained to be active rather than passive, that in itself will substantially counteract the tendency to become battle fatigue casualties. However, the necessary mental functions are also the functions more likely to deteriorate with sleep loss, fatigue, and stress.

g. Air Dimension. The airspace of a theater is as important a dimension of ground operations as the terrain itself. Airspace is used for maneuver, delivery of fires, reconnaissance and surveillance, transportation, resupply, insertion of forces, patient evacuation, and command and control. The control and use of the air will always affect operations and can decide the outcome of campaigns and battles. Commanders must distribute proportionally air power in planning and supporting their operations. They must protect their own forces from observation, attack, and interdiction by the enemy and must expect the enemy to contest the use of the airspace.

NOTE

- Having air superiority decreases battle fatigue casualties.
- Being subject to air attack increases battle fatigue casualties.
- Being hit by friendly air attack greatly increases battle fatigue casualties.

On the rapidly changing, integrated battlefield, fast-moving friendly aircraft (who are themselves at great risk from air defenses) will have only a split second to distinguish friendly units from enemy targets.

10-3. The Integrated (Nuclear, Biological, and Chemical) Battlefield

a. The Nuclear, Biological, and Chemical Warfare Threat. The future battlefield may have a high threat of NBC. Until recently, the former Soviet Union continued to test, produce, and stockpile NBC weapons. Soviet doctrine, organization, training, and equipment supported NBC weapons' use, especially chemical, in order to obtain a military advantage. Former Soviet weapons or design experts may be acquired by Third World countries. Other countries, notably Iraq, have recently used chemical weapons in combat. Use of NBC weapons in rear areas may severely degrade CSS capabilities. Its use would increase casualties and patient work loads, slow operations, and rapidly fatigue personnel because they are forced to operate at the various MOPP levels for extended periods of time. Evacuation and triage will be complicated by contaminated casualties. Vehicles and aircraft will require decontamination at the completion of all missions that encountered contamination from a NBC agent.

b. Nuclear Warfare. Even though the primary purpose of nuclear weapons is to deter their use by others, the threat of nuclear escalation hangs over any military operation involving the armies of nuclear powers. It imposes limitations on the scope and objectives even of conventional operations. United States nuclear weapons may be used only by following specific directives from the NCA after appropriate consultation with allies. Even if such authority is granted, however, the employment of nuclear

weapons would be guided more by political and strategic objectives than by the tactical effect. A particular authorized employment of nuclear weapons would certainly magnify the destructiveness of operations and could sharply alter their tempo. Besides the effects of physical damage, the psychological stress on soldiers would be severe, especially if they have not been prepared by their leaders. As a consequence, battles and campaigns may last only hours instead of days or weeks, crippling friendly and enemy combatants.

(1) During the Cold War, a full-scale global exchange of all available thermonuclear weapons was widely believed to be capable of making the earth's environment temporarily unsuited to human civilization. This doom was attributed to persistent radiation and to the dust particles which would be lifted into the upper atmosphere, causing temporary climatic changes and cooling of the earth ("nuclear winter"). More accurate computer models suggest only a partial "nuclear autumn" is likely, but disruption of crops, distribution means, and technologic infrastructure would still cause extreme global suffering.

(2) During the Cold War, many people were convinced that first use of any nuclear weapon in war would inevitably bring on an uncontrollable rapid escalation. The "nuclear winter scenario," however, clearly is not triggered by a small number of low-yield tactical nuclear weapons. Climatic changes were not encountered following the fire-bombing of cities in WWII or the occasional atmospheric testing of large thermonuclear weapons by several of the nuclear powers. The breakup of the Soviet Union and the continued progress in strategic arms limitations makes massive global strikes unlikely now, but the future remains uncertain. Fear of radioactive fallout spreading to other regions of the globe could be created even by a regional nuclear conflict.

(3) Given this background, if US troops know a nuclear weapon has been used but are not being kept adequately briefed by their leaders, some may still think we are on the brink of total world catastrophe and perhaps already over the edge. The spread of rumor will be compounded by the usual problems of communication in the presence of electronic jamming, deliberate misinformation by the enemy, and conventional countermeasures. It may be further disrupted by the electromagnetic pulse of high-altitude nuclear bursts.

(4) Measures must be taken in advance to structure and prepare the soldiers' perceptions of the situation. If this is not done, there is potential for hopelessness. In the common Cold War perception of nuclear war, there was no winner, and even if you survived the initial blast, there is no hope of meaningful survival. It is unknown what such a level of hopelessness for the future of humankind would do to inadequately-trained soldiers. Some soldiers have been exposed to movies, books, and TV shows which have created myths and gross exaggerations about the effects of radiation.

(5) We must prepare soldiers mentally and emotionally for the shock of seeing or hearing a first nuclear attack. An important step is to provide realistic, clearly presented information on the risk of various levels of radiation exposure. Information about true risks, especially low-levels of radiation, should be compared to those risks associated with other commonly accepted hazards. These hazards may include cigarette smoking, therapeutic x-rays, and high altitude flying or residence.

(6) Nuclear weapons use usually implies high-intensity conflict. The possibility of terrorist use (or of attacks on civilian reactors or damage to nuclear-armed weapons in conventional war) must also be considered. United States' forces might be called in as part of

a peacekeeping force following use of nuclear weapons. This could be in a conflict between Third World countries or between factions in a civil war within a nuclear power. They might also be called in to support civil authorities following a major nuclear reactor accident. Actions to prepare soldiers for the special stressors of nuclear war are discussed in Appendix A.

c. *Biological Warfare.* The US has renounced the use of biological weapons. However, this unilateral renunciation does not free our own forces from the threat of enemy biological warfare. Army forces must continue to train to fight an enemy who could use biological weapons. New genetic technology may put this capability into the hands of unstable Third World countries (or terrorists) as they develop a pharmaceutical industry. Biological warfare is, therefore, a threat in war and operations other than war (conflicts).

(1) An added stress feature is that it may be difficult to prove that the presence of biological agents is an act of war rather than a natural or accidental occurrence. Reputable biologists still argue that the mycotoxins ("yellow rain") which killed Laotians and Cambodians were not a Soviet (North Vietnamese) weapon but only naturally fermented bee feces (although interestingly, the deaths apparently ceased after the allegations reached the world press coverage). Such weapons could also be used as agents of economic/agricultural sabotage without war being declared. Some of those agents cause long-term contamination of ground and water.

(2) Biological toxins pose a threat similar to chemicals but perhaps harder to defend against. Some toxins, such as the ergot derivatives, produce organic psychotic states. Others, like the mycotoxins, are terror weapons which produce a rapid, horrible death by uncontrollable bleeding.

(3) Infectious organisms create the added hazard (and psychological threat) of contagion and uncontrolled spread. The success of medical science in controlling the rapidly lethal epidemics of history may make the populace less familiar with how to face this risk. Hence, this unfamiliarity makes the populace more susceptible to panic or maladaptive reactions if newly created threat agents spread more rapidly than defenses can be fielded.

d. Chemical Warfare. Chemical warfare was employed in WWI and sporadically since throughout this century. Use of chemical weapons is most likely at the high and low ends of the combat continuum—in high-tech war, or against insurgents or minority groups in remote areas. United States' forces maintain a capability in this area only for deterrence. Chemical warfare presents some of the same complications as nuclear operations, although chemical agents are easier to defend against.

(1) Because chemical weapons are more widespread and the inhibition against their use is lower for some nations, US forces are more likely to face a chemical than a nuclear threat. Chemical weapons are inexpensive and can be produced by Third World countries which have factories that produce fertilizers, insecticides, or pharmaceuticals.

(2) Chemical agents can be lethal and devastating against those who lack adequate protection or training. Nerve agents in sufficient concentration kill within minutes with convulsive seizures. Blister agents rarely kill; rather they are employed as casualty-producing agents. Blister agents like lewisite and mustard can cause either immediate or delayed eye and skin pain, blister formation, and with severe exposure, lung and bone marrow damage. Choking agents cause the lungs to fill with fluid—"drowning on dry land." The potential for mass casualties is great among unprotected troops and civilians. The

nature of their deaths, while not more horrible than that from flame, blast, or projectile weapons, has an element of mystery. This may be especially unnerving to those who witness it or come on the scene later.

(3) For troops with adequate protective equipment, chemical agents serve primarily as a harassment which makes other combat and CSS operations much more difficult and time consuming. They also produce high rates of battle fatigue casualties (most of whom return to duty if properly treated) and sublethal chemical injuries (many of which may have long-term disability).

e. Stress Reaction to the Nuclear, Biological, and Chemical Warfare Threat. The threat of chemical-biological use will require frequent high levels of MOPP. Using protective clothing and other defensive measures against NBC warfare adds to physical fatigue, primarily because of heat, visual and auditory restriction, and impeded movement. The necessity for precautions will further reduce the time available for rest and sleep, increasing exhaustion. The threat of NBC warfare is a major source of stress whether or not NBC agents are actually used. The associated fear of the unknown, the high degree of ambiguity in detecting the threat, and the uncertain short- and long-term effects of NBC weapons add significant psychological stress to the physical/physiologic stress of MOPP. Stress itself contributes greatly to fatigue.

(1) *Overreactions.* Many soldiers may overreact to an NBC threat—that is, do more than the situation calls for. The reactions listed below were seen in WWI (when chemical weapons were used) and sometimes in WWII (although chemical weapons were not used). They have been seen in peacetime civilian populations, in response to the news about the Three-Mile Island and Chernobyl nuclear reactor accidents, chemical spills, dioxin and toxic chemical waste

dumps, and AIDS. Overreaction to NBC are discussed in the following paragraphs.

(a) *Increased sick call (hypochondriasis)*. People will overattend to physical sensations, looking for warning signs. They will find things that worry them and will bring them to the doctor or medic for reassurance or in hope of being sent to safety.

(b) *Increased "conventional" battle fatigue*. Uncertainty, lack of confidence in equipment and leaders, assuming a passive defensive posture, and new or surprise weapons all tend to increase battle fatigue symptoms of anxiety, depression, or simple exhaustion.

(c) *Nuclear, biological, and chemical battle fatigue*. This is battle fatigue with physical symptoms that mimic real NBC injury. The early US Army WWI ratio (in supposedly well-trained but inexperienced troops) was two "gas mania" cases for every one true exposure case (a 2:1 ratio). Epidemic hysteria can occur as the first anxious person hyperventilates (breathes too fast, gets light-headed, and has "pins and needles" sensations and muscle tenseness in face, fingers, and toes). Others, seeing this and believing him to be a true gas casualty, become anxious and hyperventilate, too.

(d) *Malingering*. Nuclear, biological, and chemical battle fatigue is, by definition, not a voluntary behavior. Soldiers who deliberately fake NBC injury, or who self-inflict minor chemical injuries to gain evacuation are malingering, a misconduct stress behavior. Exposing one's radiation counter to radiation artificially in order to raise the count and be relieved of duty also is malingering.

(e) *Panic flight*. This may also be epidemic. It occurs when a group feels threatened, unprepared, and believes that the only defense is immediate flight. Some event

causes one soldier to run, after which the others in the group panic and run wildly.

(f) *Rumor*. The former Soviet Union, through their military literature, recognized and valued the threat of NBC warfare to "demoralize through rumor." These rumors were concerned with family and home, as well as with self and unit, in any perceived NBC war. Commanders must counsel the spreaders of rumor and ensure that the best available information passes through the chain of command and reaches every soldier. Covering up or withholding information can permanently destroy the leadership's credibility. Utilization of unit or attached public affairs personnel and a solid Command Information Program (CIP) can prevent rumors or stop them from spreading. A wide range of CIP products are available through public affairs channels. Commanders should avail themselves of these.

(g) *Excessive anxiety and "phobic" avoidance*. Soldiers may refuse to go into places or to use equipment which is wrongly believed to be contaminated. Even when they go, they may be too anxious and cautious to perform well. They may shun people who are believed to be contagious or contaminated.

(h) *Excessive decontamination ("obsessive-compulsive" cleaning)*. This wastes time and scarce supplies. This can even cause dermatologic problems if soldiers use caustic decontamination chemicals on their skin.

(i) *Congregating in safe areas*. People will naturally find excuses to stay in collective protection or safe areas. Headquarters personnel in such protection areas may get out of touch with the troops in the field. Medical teams which must work in collective protection areas may find many nonpatients giving reasons to join those who are working inside and being difficult to move out. The

misconduct stress behavior version of this is desertion to hide in safe areas.

(j) *Stealing protective equipment.* If there is not enough protective equipment or collective protection to go around, another potential misconduct stress behavior is stealing from or killing others to take over their protection.

(k) *Suspiciousness.* Vision and hearing are impaired in MOPP and everyone looks alike. Even friends may not be readily identified. People tend to develop a “paranoid” suspicion of the strange, monster-like figures; they may become jumpy and shoot at shapes or sounds without checking first. This requires emphasis on vehicle and other target identification training, challenge procedures, and passwords. Identifying labels may have to be added to personalize the MOPP gear.

(l) *Risks to leaders.* Mission-oriented protective posture requires much more active leadership. It hides the usual nonverbal cues of alertness, understanding, and readiness to act which leaders normally rely on. Leaders must move around, touch to get attention, and insist on information and confirmation. This movement increases the leader’s risk of heat exhaustion, carelessness, and being accidentally shot by a jumpy soldiers. Accidental fratricide (killing of leaders and other friendly personnel) has been alarmingly high in MOPP field exercises which use the multiple integrated laser engagement simulation devices. The same problem occurs in jungle and night fighting where vision and hearing are also reduced. Fratricide must be prevented by careful adherence to the TSOP, coordination between units, target identification, and the use of challenge procedures.

(m) *Isolation and loss of cohesion.* Mission-oriented protective postures interfere with normal friendly support, such as

conversation, sharing snacks, or simply smiling. As a result of the sensory and social isolation and encapsulation, soldiers tend to feel alone. They may feel surrounded by a totally hostile world in which even the air they breathe is against them. This isolation tends to make people become passive, insecure, and at high risk for battle fatigue unless it is actively counteracted. It requires a more active, verbal, and deliberate effort to maintain a sense of comradeship and unit cohesion.

(2) *Underreactions.* Underreactions may be more likely than overreaction in some situations.

(a) *Denial.* Things are too horrible for a soldier to think about, so he just thinks about something else.

(b) *Rationalization.* “No one would be so crazy as to use such terrible weapons, so why should we waste our time preparing and training for them?”

(c) *Fatalism.* “If anyone is so crazy as to use these weapons, they are so terrible that I can’t protect myself anyway, so why bother to prepare, and train?”

(d) *False alarm.* If there is a threat situation with frequent false alarms, troops may neglect alerts and fail to react, believing it “just another false alarm” when, in fact, it is the real thing.

(e) *Overconfidence.* “We have this one defense (or detector, or higher headquarters, or whatever) that’s going to warn and protect us. We can forget about everything else.”

(f) *“Pie in the sky.”* “The Strategic Defense Initiative, or immunization, or something will solve all these problems within the next year, so why train now?”

(g) *Intellectualization.* “This is so serious that we have to study it and do more research before we take any action to correct the problem.”

(3) *Consequences of the maladaptive responses.* Any of these maladaptive responses lowers the maximum advantage that

protective equipment and training can provide during accomplishment of the mission. Under-reactions may lead to discarding equipment and failure to follow the TSOP. Overreaction tend to disrupt a unit’s overall ability to perform its mission. Appendix A presents recommendations for how leaders can prevent or correct these maladaptive reactions to the NBC threat.