

# ARMY SMARTBOOK

**FIFTH EDITION**  
**(with Change 1)**

**\*Operations**  
**(ADP/ADRP 3-0, 2016)**

**Comprehensive Guide**  
**to Army Doctrine 2015**

**Mission Command**  
**(ADP/ADRP 6-0)**

**Movement & Maneuver**  
**(Decisive Action)**

**Intelligence**  
**(ADP/ADRP 2-0)**

**Fires**  
**(ADP/ADRP 3-09)**

**Sustainment**  
**(ADP/ADRP 4-0)**

**Protection**  
**(ADP/ADRP 3-37)**

# OPERATIONS & DOCTRINE

**Guide to Army Operations & the Six Warfighting Functions**

**The Lightning Press**  
Norman M Wade



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Fifth Edition  
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## The Lightning Press



2227 Arrowhead Blvd.

Lakeland, FL 33813

**24-hour Voicemail/Fax/Order:** 1-800-997-8827

**E-mail:** [SMARTbooks@TheLightningPress.com](mailto:SMARTbooks@TheLightningPress.com)

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# (AODS5) The Army Operations & Doctrine SMARTbook, 5th Ed. (w/Chg 1) **Guide to Army Operations & the Six Warfighting Functions**

*\* Change 1 to AODS5 (Apr 2017) incorporates minor text edits from ADRP 3-0 (Nov 2016), FM 6-0 (Chg 2, Apr 2016), FM 3-52 (Oct 2016) and FM 3-34 (Apr 2016). An asterisk marks changed pages.*

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**About our cover photo:** Pulling security. Pfc. Dustin Dean, an infantryman with the 82nd Airborne Division's 1st Brigade Combat Team, pulls security behind a machine gun while the rest of his platoon searches a farmhouse for intelligence during a platoon training and evaluation exercise April 27, 2011, at Fort Bragg, N.C. Dean's battalion, the 1st Battalion, 504th Parachute Infantry Regiment, has been tasked to augment a brigade of paratroopers currently on the short-notice global response force. U.S. Army photo by Sgt. Michael J. MacLeod.

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# (AODS5) Notes to Reader

## Guide to Army Operations & the Six Warfighting Functions

An **operation** is a sequence of tactical actions with a common purpose or unifying theme. Army forces, as part of the joint force, contribute to the joint fight through the conduct of unified land operations.

**Unified land operations** are simultaneous offensive, defensive, and stability or defense support of civil authorities tasks to seize, retain, and exploit the initiative and consolidate gains to prevent conflict, shape the operational environment, and win our Nation's wars as part of unified action.

**Decisive action** is the continuous, simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities tasks. Operations conducted outside the United States and its territories simultaneously combine three elements—offense, defense, and stability. Within the United States and its territories, decisive action combines the elements of defense support of civil authorities and, as required, offense and defense to support homeland defense.

Army forces conduct **multi-domain battle**, as part of a joint force, to seize, retain, and exploit control over enemy forces. Army forces deter adversaries, restrict enemy freedom of action, and ensure freedom of maneuver and action in multiple domains for the joint force commander.

**Combat power** is the total means of destructive, constructive, and information capabilities that a military unit or formation can apply at a given time. To an Army commander, Army forces generate combat power by converting potential into effective action. Combat power has eight elements: leadership, information, mission command, movement and maneuver, intelligence, fires, sustainment, and protection.

The Army collectively describes the last six elements as the **warfighting functions**. Commanders apply combat power through the warfighting functions using leadership and information.



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# Army “Doctrine 2015” Overview

Under the previous doctrine management program, the Army maintained 625 publications on the Army Publishing Directorate website and the Reimer Digital Library. Many of these manuals remained unchanged for years. In 2009, the Commander, U.S. Army Training and Doctrine Command (TRADOC), directed a reengineering of doctrine. The primary goals of the reengineering project were to reduce the number of field manuals (FM), standardize the content of manuals to less than 200 pages, and establish a more efficient doctrine management program.

In the past, the average life cycle of a doctrine publication was about three to five years. Once proponent authors begin revising it, the revision process takes from three to 24 months to complete, depending on the needs of the field. The current cycle has come a long way in adjusting to the needs in theater; however, when a rapid change is required, the system requires significant time to update a manual. The current method is viewed by many as cumbersome, slow, and unable to keep up with rapidly changing unified land operations. The primary focus of Doctrine 2015 is to produce a body of knowledge related to the conduct of operations that uses technology to leverage and incorporate leader input, especially on mission essential tasks. Doctrine development will become faster and the system will create fewer publications which will be shorter, clearer, and more digitally accessible than the current system.

Doctrine 2015 will have four categories of operational knowledge: Army doctrine publications (ADPs), Army doctrine reference publications (ADRP), field manuals (FMs), Army techniques publications (ATPs) and digital applications (APPs).

## Army Doctrine Publications (ADP)

[~15ADPs]

### Fundamental principles



## Army Doctrine Reference Publications (ADRP)

[1 per ADP]

### Detailed information on fundamentals



## Field Manuals (FM)

[50 FMs]

### Tactics and Procedures



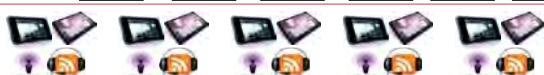
## Army Techniques Pubs (ATP)

### Authenticated version on APD Input through wiki version



## Applications

(Interactive Media,  
Podcasts, Mobile APPs)



As the window on real-world operations and actual combat knowledge starts to close, the drive to capture the lessons from over a decade of persistent conflict is strong. Doctrine 2015 will be the vehicle for gaining and capturing that knowledge and transmitting it to the Army of the future. By breaking up doctrine into its basic components, the Army will be able to make revisions faster, retain enduring concepts, and gain lessons from battle-field experienced warriors.

Doctrine 2015 is a significant departure from the way doctrine has been developed in the past. Changing times, technical advances, demands from the field and the ever changing battlefield environment prompted these significant and necessary changes. The Army's need to teach both enduring lessons and new concepts remains constant. It will be how the Army obtains and delivers information that must change. The Doctrine 2015 system will allow this change to happen.



# The Army Operations & Doctrine SMARTbook

## Guide to Army Operations & the Six Warfighting Functions

AODS5 is the fifth revised edition of The Army Operations & Doctrine SMARTbook, with complete discussion of the fundamentals, principles and tenets of Army operations and organization (ADP/ADRP 3-0 Operations, 2016); chapters on each of the six warfighting functions: mission command (ADP/ADRP 6-0), movement and maneuver (ADPs 3-90, 3-07, 3-28, 3-05), intelligence (ADP/ADRP 2-0), fires (ADP/ADRP 3-09), sustainment (ADP/ADRP 4-0), and protection (ADP/ADRP 3-37).

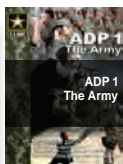
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## Foundations of Doctrine

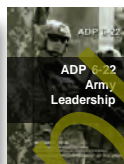
**Unified land operations** describes how the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution. Unified land operations is the Army's operational concept and the Army's contribution to **unified action**.



Chapter 1

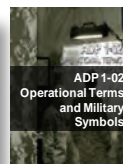
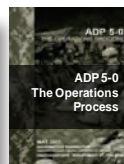
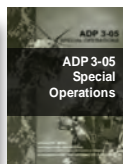
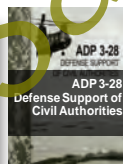
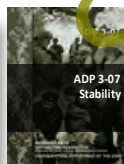
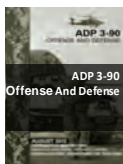


"TLS5: The Leader's SMARTbook"



## Decisive Action

*Editor's note: For the purposes of The Army Operations & Doctrine SMARTbook, an overview of the following elements of decisive action are represented as they relate to the movement and maneuver warfighting function (including Special Operations):*



Chapter 3 - (Movement & Maneuver)

"BSS5: The Battle Staff SMARTbook"

## The Six Warfighting Functions

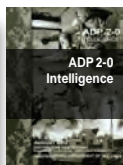
A warfighting function is a group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish missions and training objectives. All warfighting functions possess scalable capabilities to mass lethal and nonlethal effects. The Army's warfighting functions link directly to the joint functions.



Chapter 2



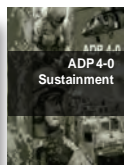
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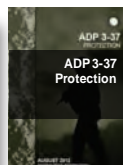
Chapter 4



Chapter 5



Chapter 6



Chapter 7



# (AODS5) References

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The following references were used to compile The Army Operations & Doctrine SMART-book. All references are available to the general public and designated as “approved for public release; distribution is unlimited.” The Army Operations & Doctrine SMARTbook does not contain classified or sensitive material restricted from public release.

## **Army Doctrinal Publications (ADPs) and Army Doctrinal Reference Publications (ADRP)**

ADRP 1-02	Feb 2015	Operational Terms and Military Symbols
ADP/ADRP 2-0	Aug 2012	Intelligence
ADP 3-0*	Nov 2016	Operations
ADRP 3-0*	Nov 2016	Operations
ADP 3-05	Aug 2012	Special Operations
ADP 3-07	Aug 2012	Stability
ADP/ADRP 3-09	Aug 2012	Fires
ADP 3-28	Jul 2012	Defense Support of Civil Authorities
ADP/ADRP 3-37	Aug 2012	Protection
ADP/ADRP 3-90	Aug 2012	Offense and Defense
ADP/ADRP 4-0	Jul 2012	Sustainment
ADP/ADRP 5-0	May 2012	The Operations Process
ADP/ADRP 6-0	May 2012	Mission Command (with Chg 1, Sept 2012)

## **Field Manuals (FMs)**

FM 3-34*	Apr 2014	Engineer Operations
FM 3-35	Apr 2010	Army Deployment and Redeployment
FM 3-52*	Oct 2016	Airspace Control
FM 6-0*	Apr 2016	Commander and Staff Organization and Operations (w/change 2)

## **Joint Publications (JPs)**

JP 1	Mar 2013	Doctrine for the Armed Forces of the United States
JP 3-0	Aug 2011	Joint Operations

\* New/updated since last publication.



# (AODS5) Table of Contents

## Chap 1

# Operations (ADRP 3-0, Nov 2016)

<b>I. Military Operations</b>	<b>1-1*</b>
I. An Operational Environment	1-1*
ADRP 3-0 (2016): Major Changes (from 2012)	1-2*
Operations (Unified Logic Chart)	1-5*
A. Operational and Mission Variables	1-4*
- Operational Variables (PMESII-PT)	1-4*
- Mission Variables	1-9*
B. Threats and Hazards	1-6*
II. War as a Human Endeavor	1-8*
III. Unified Action	1-9*
Security Cooperation & Military Engagement Activities	1-11*
A. Cooperation with Civilian Organizations	1-10*
B. Joint Operations	1-12*
C. Multinational Operations	1-13*
IV. Land Operations	1-16*
A. Characteristics of Land Operations	1-17*
B. Army Forces - Expeditionary Capability and Campaign Quality	1-18*
C. Close Combat	1-19*
V. Readiness Through Training	1-20*
<b>II. Operational Art</b>	<b>1-21*</b>
I. The Application of Operational Art	1-21*
A. Operational Art	1-21*
B. Principles of Joint Operations	1-21*
C. Army Design Methodology	1-22*
II. Defeat and Stability Mechanisms	1-22*
A. Defeat Mechanism	1-22*
B. Stability Mechanism	1-24*
III. The Elements of Operational Art	1-25*
A. End State and Conditions	1-25*
B. Center of Gravity (COG)	1-26*
C. Decisive Points	1-26*
D. Lines of Operation and Lines of Effort	1-27*
E. Basing	1-28*
F. Tempo	1-29*
G. Phasing and Transitions	1-30*
H. Culmination	1-31*
I. Operational Reach	1-31*
J. Risk	1-32*



<b>III. The Army's Operational Concept.....</b>	<b>1-33*</b>
I. The Goal of Unified Land Operations .....	1-33*
II. Decisive Action .....	1-33*
A. The Tasks of Decisive Action .....	1-34*
1. Offensive Tasks.....	1-36*
2. Defensive Tasks .....	1-36*
3. Stability Tasks .....	1-37*
4. Defense Support of Civil Authority Tasks .....	1-37*
B. The Purpose of Simultaneity .....	1-34*
C. Transitioning in Decisive Action .....	1-34*
D. Homeland Defense and Decisive Action.....	1-35*
III. Seize, Retain, and Exploit the Initiative .....	1-40*
IV. Consolidate Gains .....	1-41*
- The Multi-Domain Battle.....	1-42*
- Stability Tasks .....	1-43*
V. Principles of Unified Land Operations .....	1-44*
A. Mission Command .....	1-44*
B. Develop the Situation Through Action.....	1-45*
C. Combined Arms .....	1-46*
D. Adherence to Law of War .....	1-47*
- The Soldier's Rules.....	1-48*
E. Establish and Maintain Security.....	1-48*
F. Create Multiple Dilemmas for the Enemy .....	1-49*
VI. Tenets of Unified Land Operations .....	1-50*
A. Simultaneity .....	1-50*
B. Depth .....	1-51*
C. Synchronization .....	1-51*
D. Flexibility .....	1-51*
VII. Success Through Unified Land Operations.....	1-52*
<b>IV. Operations Structure .....</b>	<b>1-53*</b>
I. The Operations Process .....	1-53*
- Activities of the Operations Process.....	1-55*
- Army Planning Methodologies .....	1-57*
II. The Warfighting Functions .....	1-56*
III. Army Operational Framework .....	1-56*
- Area of Operations .....	1-58*
- Area of Influence .....	1-58*
- Area of Interest.....	1-58*
- Deep, Close and Support Areas.....	1-59*
- Decisive-Shaping-Sustaining Operations.....	1-59*
- Main and Supporting Efforts.....	1-59*
<b>V. Combat Power (and the Warfighting Functions) .....</b>	<b>1-61*</b>
I. The Elements of Combat Power .....	1-61*
II. The Six Warfighting Elements.....	1-62*
III. Organizing Combat Power.....	1-64*
A. Force Tailoring .....	1-64*
B. Task Organization .....	1-64*
C. Mutual Support .....	1-64*

# Mission Command Warfighting Function

<b>Mission Command Warfighting Function .....</b>	<b>2-1*</b>
I. The Exercise of Mission Command .....	2-2
- ADRP 6-0: Changes (from FM 6-0) .....	2-4
II. Mission Command Warfighting Tasks .....	2-6
A. Commander Tasks .....	2-8
B. Staff Tasks .....	2-10
C. Additional Tasks .....	2-12
III. Mission Command System .....	2-7
<b>I. Mission Command Philosophy of Command .....</b>	<b>2-13</b>
I. Principles of Mission Command .....	2-13
II. Art of Command .....	2-16
A. Authority .....	2-16
B. Decisionmaking .....	2-17
- Understanding .....	2-18
- Judgment .....	2-19
C. Leadership .....	2-17
III. Science of Control .....	2-20
A. Information .....	2-21
B. Communication .....	2-22
C. Structure .....	2-23
D. Degrees of Control .....	2-23
IV. Application of the Mission Command Philosophy .....	2-23
- Command Presence .....	2-24
<b>II. Command and Support Relationships .....</b>	<b>2-27</b>
I. Chain of Command .....	2-27
A. Combatant Commands .....	2-28
B. Joint Task Forces and Service Components .....	2-28
II. Task Organization .....	2-29
III. Joint Command & Support Relationships .....	2-30
Command Relationships Overview .....	2-30
A. Combatant Command (COCOM) - Command Authority .....	2-31
B. Operational Control (OPCON) .....	2-31
C. Tactical Control (TACON) .....	2-31
Support Relationships .....	2-31
A. General Support .....	2-31
B. Mutual Support .....	2-31
C. Direct Support .....	2-31
D. Close Support .....	2-31
IV. Army Command & Support Relationships .....	2-32
A. Command Relationships .....	2-32
B. Support Relationships .....	2-33
V. Command Posts .....	2-34
<b>III. Army Airspace Command and Control (A2C2) .....</b>	<b>2-35*</b>
I. Airspace Control Measures .....	2-36*
II. Key Positions and Responsibilities .....	2-37*

**Chap 3**

# **Movement & Maneuver Warfighting Function**

<b>Movement &amp; Maneuver Warfighting Function .....</b>	<b>3-1*</b>
I. Offense and Defense (Decisive Operations) .....	3-2
The Tactical Level of War .....	3-2
The Offense.....	3-2
The Defense.....	3-2
Tactical Enabling Tasks .....	3-2
II. Stability Operations (Decisive Operations) .....	3-4
- Primary Army Stability Tasks.....	3-4
III. Defense Support of Civil Authorities (Decisive Operations).....	3-6
- Army Support of Civil Authorities .....	3-6
- Primary Purposes of Army Support.....	3-6
- Primary Characteristics of Army Support .....	3-6
IV. Special Operations .....	3-8
- Army Special Operations Forces Critical Capabilities .....	3-8
- Special Warfare.....	3-8
- Surgical Strike.....	3-8
V. Deployment & Redeployment Operations .....	3-10
- Force Projection .....	3-10
- Deployment.....	3-10
- Army Force Generation (ARFORGEN).....	3-10
<b>I. Tactical Echelons .....</b>	<b>3-11</b>
- Military Units and Echelons .....	3-13
<b>II. Tactical Mission Tasks (ADRP 3-90) .....</b>	<b>3-17</b>
I. The Tactical Level of War .....	3-17
II. The Science and Art of Tactics .....	3-18
III. Tactical Mission Tasks .....	3-18
- Tactical Doctrinal Taxonomy.....	3-19
A. Effects on Enemy Forces .....	3-20
B. Actions by Friendly Forces.....	3-21
C. Mission Symbols.....	3-22
<b>III. Mobility and Countermobility .....</b>	<b>3-23</b>
I. Mobility.....	3-23
- Mobility Operations Primary Tasks .....	3-23
- Offensive Considerations .....	3-23
- Assured Mobility.....	3-24
- Defensive Considerations .....	3-26
II. Countermobility .....	3-26
- Offensive Considerations .....	3-26
- Defensive Considerations .....	3-27
III. Engineer Support to Unified Land Operations.....	3-28*
- Engineer Framework .....	3-29*
- Engineer Planning (Integration with MDMP).....	3-30*
A. Engineer Tasks .....	3-28*
B. Lines of Engineer Support .....	3-32*
C. Engineer Disciplines .....	3-33*
D. Tasks Supporting Decisive Action.....	3-34*
E. Engineer Support to Warfighting Functions .....	3-36*

# Intelligence Warfighting Function

<b>Intelligence Warfighting Function.....</b>	<b>4-1*</b>
I. Intelligence Overview.....	4-2
- Intelligence in Unified Land Operations .....	4-2
- Logic Map.....	4-3
II. ADRP 2-0: Changes (from FM 2-0) .....	4-4
III. The Purpose of Intelligence .....	4-6
- Facilitating Understanding.....	4-6
A. Threats and Hazards .....	4-6
B. Terrain and Weather .....	4-6
C. Civil Considerations and Social Understanding.....	4-10
IV. Intelligence Support to Commanders and Decisionmakers.....	4-7
V. Reconnaissance and Surveillance .....	4-8
A. Route Reconnaissance.....	4-8
B. Zone Reconnaissance .....	4-9
C. Area Reconnaissance.....	4-9
D. Reconnaissance in Force .....	4-9
- Every Soldier is a Sensor (ES2) Program.....	4-9
- Reconnaissance Objective.....	4-9
VI. Intelligence Warfighting Function Tasks.....	4-11
VII. Characteristics of Effective Intelligence.....	4-12
<b>I. The Intelligence Process .....</b>	<b>4-13</b>
- The Joint Intelligence Process.....	4-13
- The Army Intelligence Process.....	4-13
- Commander's Guidance.....	4-14
I. Intelligence Process Steps .....	4-14
A. Plan and Direct .....	4-16
- Intelligence Planning Considerations.....	4-15
- Requirements Management .....	4-17
B. Collect .....	4-18
- Intelligence Reach .....	4-19
C. Produce .....	4-18
D. Disseminate .....	4-20
- Dissemination Methods and Techniques .....	4-21
II. Intelligence Process Continuing Activities .....	4-22
E. Analyze .....	4-22
F. Assess .....	4-22
<b>II. Army Intelligence Capabilities .....</b>	<b>4-23</b>
I. All-Source Intelligence .....	4-23
II. Single-Source Intelligence .....	4-24
A. The Intelligence Disciplines .....	4-24
B. Complementary Intelligence Capabilities.....	4-24
C. Processing, Exploitation, and Dissemination (PED).....	4-24
- PED Activities within Intelligence Operations .....	4-25
- PED Enablers within the Intelligence Architecture.....	4-30

# Fires Warfighting Function

<b>Fires Warfighting Function .....</b>	<b>5-1*</b>
I. Fires Warfighting Function .....	5-1
A. Deliver Fires .....	5-1
B. Integrate All Forms of Army, Joint and Multinational Fires .....	5-1
C. Conduct Targeting .....	5-4
II. Fires Overview .....	5-2
- AD RP 3-09: Overview/Changes (from FM 3-09 and FM 3-01) .....	5-2
- Fires Logic Diagram .....	5-3
<b>I. Fires in Support of Unified Land Operations .....</b>	<b>5-5</b>
I. Roles .....	5-5
II. Core Competencies .....	5-5
A. Air Defense Artillery .....	5-5
B. Field Artillery .....	5-5
III. Fires and Joint Principles .....	5-6
IV. Fires - Principles and Characteristics .....	5-7
V. Fires in Support of Unified Land Operations .....	5-9
VI. Fires in Support Decisive Operations .....	5-10
VII. Employment of Fires .....	5-12
A. Air and Missile Defense Employment .....	5-12
B. Field Artillery Employment .....	5-13
VIII. Fires and Operational Framework .....	5-14
A. Decisive-Shaping-Sustaining Framework .....	5-14
B. Deep-Close-Security Framework .....	5-14
<b>II. Fires Organizations and Key Personnel .....</b>	<b>5-15</b>
I. Strategic Level (Fires Organizations and Personnel) .....	5-16
II. Operational Level (Fires Organizations and Personnel) .....	5-17
III. Tactical Level (Fires Organizations and Personnel) .....	5-20
IV. Fires Brigade (FIB) (Fires Organizations and Personnel) .....	5-22
V. ADA Brigade .....	5-24
<b>III. Fires in the Operations Process .....</b>	<b>5-25</b>
I. The Operations Process .....	5-25
- Operations Process & Targeting Relationship .....	5-27
II. Fires and Targeting (D3A) .....	5-25
- Dynamic Targeting .....	5-26
- Find, Fix, Finish, Exploit, Analyze and Disseminate (F3EAD) .....	5-26
A. Decide .....	5-26
B. Detect .....	5-26
C. Deliver .....	5-26
D. Assess .....	5-26
III. Fires Planning .....	5-28
IV. Air Defense Planning .....	5-30
- Defended Asset Development (CAL and DAL) .....	5-30



**Chap 6**

# Sustainment Warfighting Function

<b>Sustainment Warfighting Function .....</b>	<b>6-1*</b>
I. Sustainment Warfighting Function .....	6-1
A. Logistics .....	6-1
B. Personnel Services .....	6-1
C. Health Service Support .....	6-4
II. Sustainment Overview .....	6-2
- Sustainment Underlying Logic .....	6-3
<b>I. Sustainment of Unified Land Operations .....</b>	<b>6-5</b>
I. Strategic Context .....	6-5
II. Joint Interdependence .....	6-5
III. Army Sustainment Responsibilities .....	6-7
A. Army Title 10 Sustainment Requirements .....	6-7
B. Executive Agent (EA) .....	6-7
C. Lead Service .....	6-7
D. Joint Command for Logistics .....	6-8
E. Directive Authority for Logistics (DAFL) .....	6-8
IV. Generating Forces .....	6-8
V. Operating Forces .....	6-12
VI. Intergovernmental and Interagency Coordination .....	6-16
VII. Sustainment in Multinational Operations .....	6-17
VIII. Joint Logistics .....	6-20
<b>II. Sustainment of Decisive Action .....</b>	<b>6-21</b>
I. Operational Reach .....	6-26
- Army Prepositioned Stocks .....	6-27
A. Theater Opening .....	6-28
B. Theater Closing .....	6-28
II. Freedom of Action .....	6-34
A. Sustainment Preparation .....	6-34
B. Sustainment Execution .....	6-34
III. Endurance .....	6-34
- Distribution .....	6-35
<b>IIIA. Logistics .....</b>	<b>6-37</b>
A. Maintenance .....	6-37
B. Transportation Operations .....	6-37
C. Supply .....	6-40
D. Field Services .....	6-42
E. Operational Contract Support .....	6-42
F. General Engineering Support .....	6-44
<b>IIIB. Personnel Services .....</b>	<b>6-45</b>
A. Human Resources Support .....	6-45
B. Financial Management .....	6-46
C. Legal Support .....	6-48
D. Religious Support .....	6-48
E. Band Support .....	6-50
<b>IIIC. Health Service Support .....</b>	<b>6-51</b>
A. Casualty Care .....	6-51
B. Medical Evacuation .....	6-54
C. Medical Logistics .....	6-54

# Protection Warfighting Function

<b>Protection Warfighting Function.....</b>	<b>7-1*</b>
I. Protection Warfighting Function.....	7-1
II. The Role of Protection .....	7-2
III. ADRP 3-37: Overview (What's New!) .....	7-4
IV. Protection Integration in the Operations Process .....	7-6
V. Protection in Support of Unified Land Operations (Principles) .....	7-10
<b>I. Protection Supporting Tasks.....</b>	<b>7-11</b>
I. Supporting Tasks .....	7-11
A. Conduct Operational Area Security.....	7-12
B. Employ Safety Techniques (Including Fratricide Avoidance) .....	7-12
C. Implement OPSEC .....	7-16
D. Provide Intelligence Support to Protection.....	7-16
E. Apply Antiterrorism (AT) Measures .....	7-16
F. Implement Physical Security Procedures .....	7-17
G. Conduct Law and Order Operations.....	7-18
H. Conduct Survivability Operations.....	7-19
I. Provide Force Health Protection .....	7-19
J. Provide Explosive Ordnance Disposal (EOD) and Protection Support .....	7-20
K. Conduct Chemical, Biological, Radiological, and Nuclear (CBRN) Ops .....	7-21
L. Coordinate Air and Missile Defense .....	7-22
M. Conduct Personnel Recovery.....	7-23
N. Conduct Internment and Resettlement.....	7-24
II. Tasks and Systems Integration.....	7-24
<b>II. Protection Planning.....</b>	<b>7-25</b>
- Risk Management Process .....	7-25
I. Initial Assessments .....	7-25
II. Integrating Processes .....	7-25
III. Protection Priorities.....	7-31
IV. Critical and Defended Assets Lists (CAL and DAL).....	7-32
V. Scheme of Protection Development .....	7-33
VI. Protection Cell and Working Group.....	7-34
<b>III. Protection in Preparation.....</b>	<b>7-39</b>
I. Protection Cell and Working Group .....	7-39
II. Protection Considerations (Preparation).....	7-40
<b>IV. Protection in Execution .....</b>	<b>7-43</b>
I. Protection in Unified Land Operations .....	7-43
II. Protection Considerations (Execution) .....	7-44
<b>V. Protection Assessment.....</b>	<b>7-45</b>
I. Continuous Assessment .....	7-45
II. Lessons-Learned Integration.....	7-45
III. Protection Considerations (Assessment).....	7-46

# I. Military Operations (ADRP 3-0, Nov '16)

Ref: ADP 3-0, Operations (Nov '16) and ADRP 3-0, Operations (Nov '16), chap. 1.

An **operation** is a sequence of tactical actions with a common purpose or unifying theme (JP 1). Army forces, as part of the joint force, contribute to the joint fight through the conduct of unified land operations. **Unified land operations** are simultaneous offensive, defensive, and stability or defense support of civil authorities tasks to seize, retain, and exploit the initiative and consolidate gains to prevent conflict, shape the operational environment, and win our Nation's wars as part of unified action (ADRP 3-0). ADP 3-0 is the Army's basic warfighting doctrine and is the Army's contribution to **unified action**.

## I. An Operational Environment

An operational environment is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (JP 3-0). Commanders at all levels have their own operational environments for their particular operations. An operational environment for any specific operation is not just isolated conditions of interacting variables that exist within a specific area of operations. It also involves interconnected influences from the global or regional perspective (for example, politics and economics) that impact on conditions and operations there. Thus, each commander's operational environment is part of a higher commander's operational environment.

Operational environments include considerations at the strategic, operational, and tactical levels of warfare. At the strategic level, leaders develop an idea or set of ideas for employing the instruments of national power (diplomatic, informational, military, and economic) in a synchronized and integrated fashion to achieve theater, national, and multinational objectives. The operational level links the tactical employment of forces to national and military strategic objectives, with the focus being on the design, planning, and execution of operations using operational art. Finally, the tactical level of warfare involves the employment and ordered arrangement of forces in relation to each other. The levels of warfare assist commanders in visualizing a logical arrangement of forces, in allocating resources, and in assigning tasks based on conditions within their operational environment.

See pp. 1-21 to 1-32 for a discussion of operational art.

Important trends such as globalization, urbanization, technological advances, and failed or failing states can affect land operations. These trends can drive instability in an operational environment as well as a continuing state of persistent conflict. Persistent conflict is the protracted confrontation among state, nonstate, and individual actors who are willing to use violence to achieve their political and ideological ends. In such an operational environment, commanders must seek opportunities for exploiting success. Opportunities may include greater cooperation among the local population of a town or perhaps the ability to advance forces along a previously unsecured route. To exploit opportunities successfully, commanders must thoroughly understand the changing nature of an operational environment. In understanding an evolving operational environment, commanders must identify how previous experience within the current or a similar operational environment has changed or is no longer applicable and can actually detract from mission success.

Enemies are developing the capability to mass effects from multiple domains at a speed that will impact ongoing operations. Operations in the information environment and cyberspace will attempt to influence U.S. decision makers and disrupt any

force deployment activities. Land-based threats will attempt to impede joint force freedom of movement and action across all domains, disrupt the electromagnetic spectrum, hinder the information environment, and challenge human perceptions. Just as the enemy will attempt to present multiple dilemmas to land forces from the other domains, Army commanders must seize opportunities across multiple domains to enable their own land operations, as well as the operations of our unified actions partners in the other domains.

Modern information technology makes the information environment, inclusive of cyberspace and the electromagnetic spectrum, indispensable for human interaction, including military operations and political competition. The information environment is the aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information. (JP 3-13) This environment inherently impacts an operational environment, and that environment will be simultaneously congested and contested during operations. All actors—enemy, friendly, or neutral—remain vulnerable to attack by physical, psychological, cyber, or electronic means, or a combination thereof. Additionally, actions in and through cyberspace and the electromagnetic spectrum can affect other actors.

*Refer to JP 3-12 (R) for more information on cyberspace operations and the electromagnetic spectrum.*

An operational environment consists of many interrelated variables and subvariables, as well as the relationships and interactions among those variables and subvariables. How the many entities and conditions behave and interact with each other within an operational environment is difficult to discern and always results in differing circumstances. Different actor or audience types do not interpret a single message in the same way. Therefore, no two operational environments are the same.

In addition, an operational environment continually evolves. This evolution results from humans interacting within an operational environment as well as from their ability to learn and adapt. As people take action in an operational environment, they change that environment. Other variables may also change an operational environment. Some changes are anticipated, while others are not. Some changes are immediate and apparent, while other changes evolve over time or are extremely difficult to detect. For example, an enemy force adjusting its geographic position may be easy to detect, whereas changes in a population's demographics or political views may be more subtle and may take longer to understand.

The complex and dynamic nature of an operational environment may make determining the relationship between cause and effect difficult and may contribute to the uncertainty of military operations. Commanders must continually assess and reassess their operational environments. They seek a greater understanding of how the changing nature of threats and other variables affect not only their forces but other actors as well. To do this, commanders and their staffs may use the Army design methodology, operational variables, and mission variables to analyze an operational environment in support of the operations process.

*See p. 1-22 for a discussion of the Army design methodology.*

## A. Operational and Mission Variables

An operational environment for each operation differs and evolves as each operation progresses. Army leaders use operational variables to analyze and understand a specific operational environment. They use mission variables to focus on specific elements of an operational environment during mission analysis.

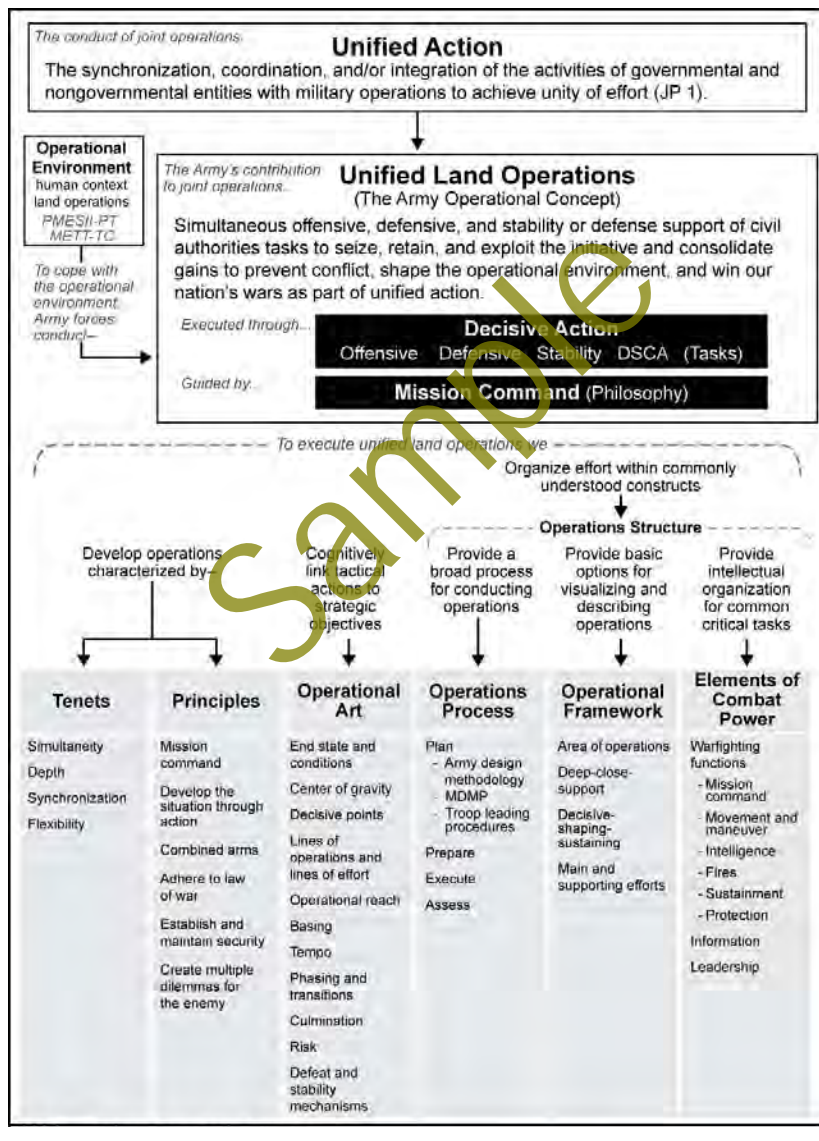
### Operational Variables (PMESII-PT)

Army planners describe conditions of an operational environment in terms of operational variables. Operational variables are those aspects of an operational environment, both military and nonmilitary, that may differ from one operational area to another and affect operations. Operational variables describe not only the

# Operations (Unified Logic Chart)

Ref: ADRP 3-0, Operations (Nov '16), introductory figure. ADRP 3-0 unified logic chart.

An operation is a sequence of tactical actions with a common purpose or unifying theme (JP 1). Army forces, as part of the joint force, contribute to the joint fight through the conduct of unified land operations. Unified land operations are simultaneous offensive, defensive, and stability or defense support of civil authorities tasks to seize, retain, and exploit the initiative and consolidate gains to prevent conflict, shape the operational environment, and win our Nation's wars as part of unified action (ADRP 3-0). ADP 3-0 is the Army's basic warfighting doctrine and is the Army's contribution to unified action.





# Security Cooperation & Military Engagement Activities

Ref: ADRP 3-0, Operations (Nov '16), pp. 1-7 to 1-8.

Security cooperation is all Department of Defense interactions with foreign defense establishments to build defense relationships that promote specific United States security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide United States forces with peacetime and contingency access to a host nation (JP 3-22). Security cooperation provides the means to build partner capacity. The interactions of security cooperation encourage and enable international partners to work with the United States to achieve strategic objectives. These objectives include—

- Building defensive and security relationships that promote specific U.S. security interests, including all international armaments cooperation activities and security assistance activities.
- Developing capabilities for self-defense and multinational operations.
- Providing U.S. forces with peacetime and contingency access to host nations in order to increase situational understanding of the operational environment.

Supported by appropriate policy, legal frameworks, and authorities, Army forces support the objectives of the combatant commander's campaign plan. The plan supports those objectives by leading security cooperation interactions, specifically those involving security force assistance and foreign internal defense for partner units, institutions, and security sector functions. Security force assistance is the Department of Defense activities that contribute to unified action by the United States Government to support the development of the capacity and capability of foreign security forces and their supporting institutions (JP 3-22). Foreign internal defense is 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, insurgency, terrorism, and other threats to its security (JP 3-22). Through security force assistance and foreign internal defense, operating forces and the institutional Army contribute to security sector programs. These programs professionalize and develop secure partner capacity to enable synchronized and sustained operations. Army security cooperation interactions enable other interorganizational efforts to build partner capacity. Army forces—including special operations forces—advise, assist, train, and equip partner units to develop unit and individual proficiency in security operations. The institutional Army advises and trains partner Army activities to build institutional capacity for professional education, force generation, and force sustainment.

Refer to FM 3-22 for more information on Army support to security cooperation.



Refer to TAA2: Military Engagement, Security Cooperation & Stability SMARTbook (Foreign Train, Advise, & Assist) for further discussion. Topics include the Range of Military Operations (JP 3-0), Security Cooperation & Security Assistance (Train, Advise, & Assist), Stability Operations (ADRP 3-07), Peace Operations (JP 3-07.3), Counterinsurgency Operations (JP & FM 3-24), Civil-Military Operations (JP 3-57), Multinational Operations (JP 3-16), Interorganizational Coordination (JP 3-08), and more.

## C. Close Combat

Ref: ADRP 3-0, Operations (Nov '16), p. 1-11.

Close combat is indispensable and unique to land operations. Only on land do combatants routinely and in large numbers come face-to-face with one another. When other means fail to drive enemy forces from their positions, Army forces close with and destroy or capture them. The outcome of battles and engagements depends on Army forces' ability to prevail in close combat.

The complexity of urban terrain and density of noncombatants reduce the effectiveness of advanced sensors and long-range and air-delivered weapons. Thus, a weaker enemy often attempts to negate Army advantages by engaging Army forces in urban environments. Operations in large, densely populated areas require special considerations. From a planning perspective, commanders view cities as both topographic features and a dynamic system of varying operational entities containing hostile forces, local populations, and infrastructure.

Regardless of the importance of technological capabilities, success in operations requires Soldiers to accomplish the mission. Today's operational environment requires professional Soldiers and leaders whose character, commitment, and competence represent the foundation of a values-based, trained, and ready Army. Today's Soldiers and leaders adapt and learn while training to perform tasks both individually and collectively. Soldiers and leaders develop the ability to exercise judgment and disciplined initiative under stress. Army leaders and their subordinates must remain—

- Honorable servants of the Nation.
- Competent and committed professionals.
- Dedicated to living by and upholding the Army Ethic.
- Able to articulate mission orders to operate within their commander's intent.
- Committed to developing their subordinates and creating shared understanding while building mutual trust and cohesion.
- Courageous enough to accept prudent risk and exercise disciplined initiative while seeking to exploit opportunities in a dynamic and complex operational environment.
- Trained to operate across the range of military operations.
- Able to operate in combined arms teams within unified action and leverage other capabilities in achieving their objectives.
- Apply cultural understanding to make the right decisions and take the right actions.
- Opportunistic and offensively minded.

Effective close combat relies on lethality with a high degree of situational understanding. The capacity for physical destruction is a foundation of all other military capabilities, and it is the most basic building block of military operations. Army leaders organize, equip, train, and employ their formations for unmatched lethality over a wide range of conditions. Lethality is a persistent requirement for Army organizations, even in conditions where only the implicit threat of violence suffices to accomplish the mission through nonlethal engagements and activities. An inherent, complementary relationship exists between using lethal force and applying military capabilities for nonlethal purposes.



Refer to SUTS2: The Small Unit Tactics SMARTbook, 2nd Ed. Chapters and topics include tactical mission fundamentals, the offense, the defense, stability and counterinsurgency operations, tactical enabling tasks (security, reconnaissance, relief in place, passage of lines, encirclement, and troop movement), special purpose attacks (ambush and raid), urban and regional environments (urban, fortified areas, desert, cold region, mountain, and jungle operations), patrols and patrolling.

# V. Readiness Through Training

Ref: ADRP 3-0, Operations (Nov '16), p. 1-12.

Effective training is the cornerstone of operational success. As General Mark A. Milley, Chief of Staff of the Army, wrote in his initial message to the Army, "Readiness for ground combat is—and will remain—the U.S. Army's #1 priority. We will always be ready to fight today, and we will always prepare to fight tomorrow." Through training and leader development, Soldiers, leaders, and units achieve the tactical and technical competence that builds confidence and allows them to conduct successful operations across the continuum of conflict. Achieving this competence requires specific, dedicated training on offensive, defensive, and stability or defense support of civil authorities tasks. Training continues in deployed units to sustain skills and to adapt to changes in an operational environment.

Army training includes a system of techniques and standards that allow Soldiers and units to determine, acquire, and practice necessary skills. Candid assessments, after action reviews, and applied lessons learned and best practices produce quality Soldiers and versatile units, ready for all aspects of a situation. Through training and experiential practice and learning, the Army prepares Soldiers to win in land combat. Training builds teamwork and cohesion within units. It recognizes that Soldiers ultimately fight for one another and their units. Training instills discipline. It conditions Soldiers to operate within the law of war and rules of engagement.

Army training produces formations that fight and win with overwhelming combat power against any enemy. However, the complexity of integrating all unified action partners' demands that Army forces maintain a high degree of preparedness at all times, as it is difficult to achieve proficiency quickly. Leaders at all levels seek and require training opportunities between the Regular Army and Reserve Components, and their unified action partners at home station, at combat training centers, and when deployed.

The Army as a whole must be flexible enough to operate successfully across the range of military operations. Units must be agile enough to adapt quickly and be able to shift with little effort from a focus on one portion of the continuum of conflict to focus on another portion. Change and adaptation that once required years to implement must now be recognized, communicated, and enacted far more quickly. Technology, having played an increasingly important role in increasing the lethality of the industrial age battlefield, will assume more importance and require greater and more rapid innovation in tomorrow's conflicts. No longer can responses to hostile asymmetric approaches be measured in months; solutions must be anticipated and rapidly fielded across the force—and then be adapted frequently and innovatively as the enemy adapts to counter new-found advantages.

U.S. responsibilities are global; therefore, Army forces prepare to operate in any environment. Army training develops confident, competent, and agile leaders and units. Commanders focus their training time and other resources on tasks linked to their mission. Because Army forces face diverse threats and mission requirements, commanders adjust their training priorities based on a likely operational environment. As units prepare for deployment, commanders adapt training priorities to address tasks required by actual or anticipated operations.



Refer to TLS5: The Leader's SMARTbook, 5th Ed. for complete discussion of Military Leadership (ADP/ADRP 6-22); Leader Development (FM 6-22); Counsel, Coach, Mentor (ATP 6-22.1); Army Team Building (ATP 6-22.6); Military Training (ADP/ADRP 7-0); Train to Win in a Complex World (FM 7-0); Unit Training Plans, Meetings, Schedules, and Briefs; Conducting Training Events and Exercises; Training Assessments, After Action Reviews (AARs); and more!

# II. Operational Art

Ref: ADRP 3-0, Operations (Nov '16), chap. 2.

## I. The Application Of Operational Art

Prior to conducting land operations, Army commanders seek to thoroughly analyze an operational environment and determine the most effective and efficient methods for applying decisive action in various locations across multiple echelons and multiple domains. They use operational art and the principles of joint operations to envision how to establish conditions that accomplish their missions and achieve assigned objectives. Actions and interactions across the levels of warfare influence these conditions.

### A. Operational Art

Operational art is the cognitive approach by commanders and staffs—supported by their skill, knowledge, experience, creativity, and judgment—to develop strategies, campaigns, and operations to organize and employ military forces by integrating ends, ways, and means (JP 3-0). For Army forces, operational art is the pursuit of strategic objectives, in whole or in part, through the arrangement of tactical actions in time, space, and purpose. This approach enables commanders and staffs to use skill, knowledge, experience, and judgment to overcome the ambiguity and intricacies of a complex, ever-changing, and uncertain operational environment. Operational art applies to all aspects of operations and integrates ends, ways, and means, while accounting for risk. Operational art applies to all levels of warfare, strategic, operational, and tactical. Army commanders focus on planning and executing operations and activities to achieve military objectives in support of the joint force commander's campaign plan.

### B. Principles of Joint Operations

The twelve principles of joint operations represent important factors that affect the conduct of operations across the levels of warfare. (See table 2-1 on page 2-2.) Rather than a checklist, the principles are considerations. While commanders consider the principles in all operations, they do not apply in the same way to every situation. Nor do all principles apply to all situations. Rather, these principles summarize characteristics of successful operations. Their greatest value lies in educating military professionals. Applied to the study of past operations, these principles are powerful tools that can assist commanders in analyzing pending operations. While considering the principles of joint operations, commanders synchronize efforts and determine if or when to deviate from the principles based on the current situation.

*See following page (p. 1-23) for a detailed discussion on the principles of joint operations from JP 3-0.*

When applying operational art, commanders and staff must create a shared understanding of purpose. This begins with open, continuous collaboration and dialogue between commanders at various echelons of command. Such collaboration and dialogue enables commanders to share an understanding of the problems and conditions of an operational environment. Effective collaboration facilitates assessment, fosters critical analysis, and anticipates opportunities and risk.

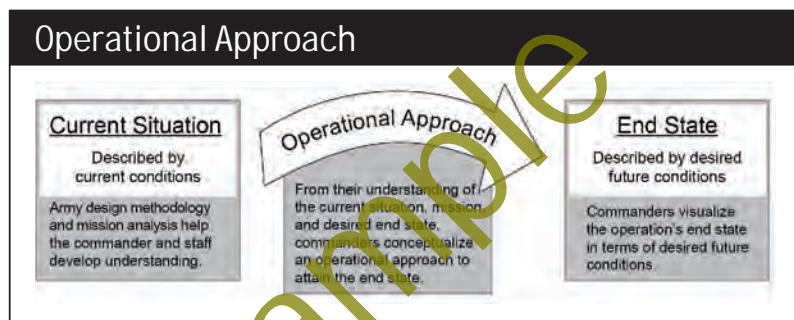
Operational art spans a continuum—from comprehensive strategic direction to tactical actions. Bridging this continuum requires creative vision coupled with broad

experience and knowledge. Through operational art, commanders translate their operational approach into a concept of operations—a verbal or graphic statement that clearly and concisely expresses what the joint force commander intends to accomplish and how it will be done using available resources (JP 5-0)—and ultimately into tactical tasks. Commanders then array forces and maneuver them to achieve a desired end state.

## C. Army Design Methodology

Army design methodology assists commanders in developing their operational approach. Applying operational art requires a shared understanding of an operational environment with the problem analyzed through the Army design methodology. This understanding enables commanders to develop an operational approach to guide the force in establishing those conditions to win and accomplish the mission. The operational approach is a description of the broad actions the force must take to transform current conditions into those desired at end state (JP 5-0). Commanders use a common doctrinal language to visualize and describe their operational approach. The operational approach provides a framework that relates tactical tasks to the desired end state. It provides a unifying purpose and focus to all operations.

*Refer to ATP 5-0.1 for more information on Army design methodology.*



*Ref: ADRP 3-0 (2016), fig. 2-1. Operational approach.*

## II. Defeat and Stability Mechanisms

When developing an operational approach, commanders consider how to employ a combination of defeat mechanisms and stability mechanisms. Defeat mechanisms are dominated by offensive and defensive tasks, while stability mechanisms are dominant in stability tasks that establish and maintain security and facilitate consolidating gains in an area of operations.

### A. Defeat Mechanism

A defeat mechanism is a method through which friendly forces accomplish their mission against enemy opposition. Army forces at all echelons use combinations of four defeat mechanisms: destroy, dislocate, disintegrate, and isolate. Applying focused combinations produces complementary and reinforcing effects not attainable with a single mechanism. Used individually, a defeat mechanism achieves results proportional to the effort expended. Used in combination, the effects are likely to be both synergistic and lasting.

When commanders destroy, they apply lethal combat power on an enemy capability so that it can no longer perform any function. Destroy is a tactical mission task that physically renders an enemy force combat-ineffective until it is reconstituted. Alternatively, to destroy a combat system is to damage it so badly that it cannot perform any function or be restored to a usable condition without being entirely rebuilt. The enemy cannot restore a destroyed force to a usable condition without entirely rebuilding it.



# III. The Army's Operational Concept

Ref: ADRP 3-0, Operations (Nov '16), chap. 3.

## I. The Goal of Unified Land Operations

Unified land operations is the Army's operational concept and the Army's contribution to unified action. Unified land operations are simultaneous offensive, defensive, and stability or defense support of civil authorities tasks to seize, retain, and exploit the initiative and consolidate gains to prevent conflict, shape the operational environment, and win our Nation's wars as part of unified action. The goal of unified land operations is to apply landpower as part of unified action to defeat the enemy on land and establish conditions that achieve the joint force commander's end state. Unified land operations is how the Army applies combat power through 1) simultaneous offensive, defensive, and stability, or defense support of civil authorities tasks, to 2) seize, retain, and exploit the initiative, and 3) consolidate gains. Where possible, military forces working with unified action partners seek to prevent or deter threats. However, if necessary, military forces possess the capability in unified land operations to prevail over aggression.

## II. Decisive Action

Decisive action is the continuous, simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities tasks. In unified land operations, commanders seek to seize, retain, and exploit the initiative while synchronizing their actions to achieve the best effects possible. Operations conducted outside the United States and its territories simultaneously combine three elements—offense, defense, and stability. Within the United States and its territories, decisive action combines the elements of defense support of civil authorities and, as required, offense and defense to support homeland defense.

Decisive action begins with the commander's intent and concept of operations. As a single, unifying idea, decisive action provides direction for an entire operation. Based on a specific idea of how to accomplish the mission, commanders and staffs refine the concept of operations during planning and determine the proper allocation of resources and tasks. They adjust the allocation of resources and tasks to specific units throughout the operation, as subordinates develop the situation or conditions change.

The simultaneity of the offensive, defensive, and stability or defense support of civil authorities tasks is not absolute. The higher the echelon, the greater the possibility of simultaneous offensive, defensive, and stability tasks. At lower echelons, an assigned task may require all of the echelons' combat power to execute a specific task. For example, a higher echelon, such as a division, always performs offensive, defensive, and stability tasks simultaneously in some form. Subordinate brigades perform some combination of offensive, defensive, and stability tasks, but they may not perform all three simultaneously.

For any organization assigned an area of operations, there will always be implied or even specified minimum-essential stability tasks of security, food, water, shelter, and medical treatment. If the organization cannot perform these tasks on its own, it must either request additional resources from higher headquarters or request relief from those tasks.

Unified land operations addresses more than combat between armed opponents. Army forces conduct operations amid populations. This requires Army forces to defeat the enemy and simultaneously shape civil conditions. Offensive and defensive tasks defeat enemy forces, whereas stability tasks shape civil conditions. Winning battles and engagements is important, but that alone may not be the most significant task. Shaping civil conditions (in concert with civilian organizations, civil authorities, and multinational forces) often proves just as important to campaign success. In many joint operations, stability or defense support of civil authorities tasks often prove more important than offensive and defensive tasks.

The emphasis on different tasks of decisive action changes with echelon, time, and location. In an operation dominated by stability, part of the force might conduct simultaneous offensive and defensive tasks in support of establishing stability. Within the United States, defense support of civil authorities may be the only activity actually conducted. Simultaneous combinations of the tasks, which commanders constantly adapt to conditions, are the key to successful land operations in achieving the end state.

Operations require versatile, adaptive units and flexible leaders who exhibit sound judgment. These qualities develop primarily from training that prepares individuals and units for challenging operational environments. Managing training for unified land operations challenges leaders at all echelons. Training for decisive action tasks develops discipline, endurance, unit cohesion, tolerance for uncertainty, and mutual support. It prepares Soldiers and units to address ambiguities inherent in stability and defense support of civil authorities tasks as well.

However, operational experience demonstrates that forces trained exclusively for offensive and defensive tasks are not as proficient at stability tasks as those trained specifically for stability tasks. For maximum effectiveness, tasks for stability and defense support of civil authorities require dedicated training, similar to training for offensive and defensive tasks. Likewise, forces involved in protracted stability or defense support of civil authorities tasks require intensive training to regain proficiency in offensive or defensive tasks before engaging in large-scale combat operations. Effective training reflects a balance among the tasks of decisive action that produce and sustain Soldier, leader, and unit proficiency in individual and collective tasks.

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## A. The Tasks of Decisive Action

Decisive action requires simultaneous combinations of offense, defense, and stability or defense support of civil authorities tasks.

*See following pages (pp. 1-36 to 1-37) for discussion of the tasks of decisive action.*

---

## B. The Purpose of Simultaneity

**Simultaneously** conducting offensive, defensive, and stability or defense support of civil authorities tasks requires the synchronized application of combat power.

Simultaneity means doing multiple things at the same time. It requires the ability to conduct operations in depth and to integrate them so that their timing multiplies their effectiveness throughout an area of operations and across the multiple domains.

*See p. 1-38 for further discussion.*

---

## C. Transitioning in Decisive Action

Conducting decisive action involves more than simultaneous execution of all its tasks. It requires commanders and staffs to consider their units' capabilities and capacities relative to each task. Commanders consider their missions; decide which tactics, techniques, and procedures to use; and balance the tasks of decisive action while preparing their commander's intent and concept of operations. They determine which tasks the force can accomplish simultaneously, if phasing is required, what additional resources it may need, and how to transition from one task to another.

*See p. 1-38 for further discussion.*

## D. Homeland Defense and Decisive Action

Ref: ADRP 3-0, Operations (Nov '16), p. 3-5.

Homeland defense is the protection of United States sovereignty, territory, domestic population, and critical infrastructure against external threats and aggression or other threats as directed by the President (JP 3-27). The Department of Defense has lead responsibility for homeland defense. The strategy for homeland defense (and defense support of civil authorities) calls for defending the U.S. territory against attack by state and nonstate actors through an active, layered defense—a global defense that aims to deter and defeat aggression abroad and simultaneously protect the homeland. The Army supports this strategy with capabilities in the forward regions of the world, in the geographic approaches to U.S. territory, and within the U.S. homeland.

Homeland defense operations conducted in the land domain could be the result of extraordinary circumstances and decisions by the President. In homeland defense, Department of Defense and Army forces work closely with federal, state, territorial, tribal, local, and private agencies. Land domain homeland defense could consist of offensive and defensive tasks as part of decisive action. Homeland defense is a defense-in-depth that relies on collection, analysis, and sharing of information and intelligence; strategic and regional deterrence; military presence in forward regions; and the ability to rapidly generate and project warfighting capabilities to defend the United States, its allies, and its interests. These means may include support to civil law enforcement; antiterrorism and force protection; counterdrug; air and missile defense; chemical, biological, radiological, nuclear, and high-yield explosives; and defensive cyberspace operations; as well as security cooperation with other partners to build an integrated, mutually supportive concept of protection.



Refer to *The Homeland Defense & DSCA SMARTbook (Protecting the Homeland / Defense Support to Civil Authority)* for complete discussion. Topics and references include homeland defense (JP 3-28), defense support of civil authorities (JP 3-28), Army support of civil authorities (ADRP 3-28), multi-service DSCA TTPs (ATP 3-28.1/MCWP 3-36.2), DSCA liaison officer toolkit (GTA 90-01-020), key legal and policy documents, and specific hazard and planning guidance.



Refer to *CTS1: The Counterterrorism, WMD & Hybrid Threat SMARTbook* for further discussion. CTS1 topics and chapters include: the terrorist threat (characteristics, goals & objectives, organization, state-sponsored, international, and domestic), hybrid and future threats, forms of terrorism (tactics, techniques, & procedures), counterterrorism, critical infrastructure, protection planning and preparation, countering WMD, and consequence management (all hazards response).



Refer to *CYBER: The Cyberspace Operations SMARTbook* (in development). U.S. armed forces operate in an increasingly network-based world. The proliferation of information technologies is changing the way humans interact with each other and their environment, including interactions during military operations. This broad and rapidly changing operational environment requires that today's armed forces must operate in cyberspace and leverage an electromagnetic spectrum that is increasingly competitive, congested, and contested.

# Tasks of Decisive Action

Ref: ADRP 3-0, Operations (Nov '16), pp. 3-4 to 3-5 and table 3-1, p. 3-2.

Decisive action requires simultaneous combinations of offense, defense, and stability or defense support of civil authorities tasks.

## 1. Offensive Tasks

An offensive task is a task conducted to defeat and destroy enemy forces and seize terrain, resources, and population centers. Offensive tasks impose the commander's will on the enemy. Against a capable, adaptive enemy, the offense is the most direct and sure means of seizing, retaining, and exploiting the initiative to gain physical and psychological advantages and achieve definitive results. In the offense, the decisive operation is a sudden, shattering action against an enemy weakness that capitalizes on speed, surprise, and shock. If that operation does not destroy the enemy, operations continue until enemy forces disintegrate or retreat to where they no longer pose a threat. Executing offensive tasks compels the enemy to react, creating or revealing additional weaknesses that the attacking force can exploit.

See pp. 3-2 to 3-3 and SUTS2: The Small Unit Tactics SMARTbook, 2nd Ed (ADRP 3-90)

## 2. Defensive Tasks

A defensive task is a task conducted to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive or stability tasks. Normally the defense alone cannot achieve a decisive victory. However, it can set conditions for a counteroffensive or counterattack that enables Army forces to regain the initiative. Defensive tasks are a counter to the enemy offense. They defeat attacks, destroying as much of the attacking enemy as possible. They also preserve and maintain control over land, resources, and populations. The purpose of defensive tasks is to retain key terrain, guard populations, protect lines of communications, and protect critical capabilities against enemy attacks and counterattacks. Commanders can conduct defensive tasks to gain time and economize forces so offensive tasks can be executed elsewhere.

See pp. 3-2 to 3-3 and SUTS2: The Small Unit Tactics SMARTbook, 2nd Ed. (ADRP 3-90)

### Offensive Tasks

#### Primary Tasks

- Movement to contact
- Attack
- Exploitation
- Pursuit

#### Purposes

- Dislocate, isolate, disrupt and destroy enemy forces
- Seize key terrain
- Deprive the enemy of resources
- Refine intelligence
- Deceive and divert the enemy
- Provide a secure environment for stability operations

### Defensive Tasks

#### Primary Tasks

- Mobile defense
- Area defense
- Retrograde

#### Purposes

- Deter or defeat enemy offensive operations
- Gain time
- Achieve economy of force
- Retain key terrain
- Protect the populace, critical assets and infrastructure
- Refine intelligence

### 3. Stability Tasks

Stability tasks are tasks conducted as part of operations outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment and provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief (ADP 3-07). These tasks support governance, whether it is imposed by a host nation, an interim government, or military government. Stability tasks involve both coercive and constructive actions. They help to establish or maintain a safe and secure environment and facilitate reconciliation among local or regional adversaries. Stability tasks assist in building relationships among

#### Stability Tasks

##### Primary Tasks

- Establish civil security
- Establish civil control
- Restore essential services
- Support to governance
- Support to economic and infrastructure development
- Conduct security cooperation

##### Purposes

- Provide a secure environment
- Secure land areas
- Meet the critical needs of the populace
- Gain support for host-nation government
- Shape the environment for interagency and host-nation success
- Promote security, build partner capacity, and provide access
- Refine intelligence

#### Defense Support of Civil Authorities Tasks

##### Primary Tasks

- Provide support for domestic disasters
- Provide support for domestic CBRN incidents
- Provide support for domestic civilian law enforcement agencies
- Provide other designated support

##### Purposes

- Save lives
- Restore essential services
- Maintain or restore law and order
- Protect infrastructure and property
- Support maintenance or restoration of local government
- Shape the environment for interagency success

to use those forces in Title 32, United States Code, status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events (DODD 3025.18). For Army forces, defense support of civil authorities is a task that takes place only in the homeland and U.S. territories. Defense support of civil authorities is conducted in support of another primary or lead federal agency, or in some cases, local authorities.

See pp. 3-6 to 3-7 and HDS1: Homeland Defense & DSCA SMARTbook. (JP 3-28)

unified action partners, and promote specific U.S. security interests. Stability tasks can also help establish political, legal, social, and economic institutions while supporting the transition to legitimate host-nation governance. Stability tasks cannot succeed if they only react to enemy initiatives. Stability tasks must maintain the initiative by pursuing objectives that resolve the causes of instability.

See pp. 3-4 to 3-5 and TAA2: *The Military Engagement, Security Cooperation & Stability SMARTbook*, 2nd Ed. (ADRP 3-07)

### 4. Defense Support of Civil Authority Tasks

Defense support of civil authorities is support provided by United States Federal military forces, Department of Defense civilians, Department of Defense contract personnel, Department of Defense component assets, and National Guard forces (when the Secretary of Defense, in coordination with the Governors of the affected States, elects and requests

## VI. Tenets of Unified Land Operations

Ref: ADRP 3-0, Operations (Nov '16), pp. 3-14 to 3-16.

Tenets of operations are desirable attributes that should be built into all plans and operations and are directly related to the Army's operational concept (ADP 1-01, see following page). The tenets of unified land operations describe the Army's approach to generating and applying combat power across the range of military operations through the four tasks of decisive action. For Army forces, an operation is a military action, consisting of two or more related tactical actions, designed to achieve a strategic objective, in whole or in part. A tactical action is a battle or engagement employing lethal and nonlethal actions designed for a specific purpose relative to the enemy, the terrain, friendly forces, or other entities. Tactical actions include widely varied activities. They can include an attack to seize a piece of terrain or destroy an enemy unit, the defense of a population, and the training of other militaries to assist security forces as part of building partner capacity. In the homeland, Army forces apply the tenets of operations when in support of civil authorities in order to save lives, alleviate suffering, and protect property. Army forces may provide assistance to civil authorities in situations such as natural disasters, chemical or biological incidents, or major public events.

Army operations are characterized by four tenets:

### Tenets of Unified Land Operations

- A** Simultaneity
- B** Depth
- C** Synchronization
- D** Flexibility

#### A. Simultaneity

Simultaneity is the execution of related and mutually supporting tasks at the same time across multiple locations and domains. Operating simultaneously across the land, air, maritime, space, and cyberspace domains allows Army forces to deliver multiple blows to the enemy while reassuring allies and influencing neutrals. The simultaneous application of joint and combined arms capabilities across the range of military operations aims to overwhelm the enemy physically and psychologically. Combined arms operations create multiple dilemmas for the enemy. Army forces achieve surprise by maneuvering across strategic distances and arriving at unexpected locations. Simultaneity extends efforts beyond physical battlefields into other contested spaces such as public perception, political subversion, illicit financing, and criminality.

Interdependence gained by the right mix of complementary conventional and special operations forces, at the appropriate echelon, enhances success throughout the range of military operations and all phases of joint operations. Simultaneity requires creating shared understanding and purpose through collaboration with all elements of the friendly force.



# The Army Operational Framework

Ref: ADRP 3-0, Operations (Nov '16), pp. 4-4 to 4-8.

Army leaders are responsible for clearly articulating their concept of operations in time, space, purpose, and resources. They do this through an operational framework and associated vocabulary. An operational framework is a cognitive tool used to assist commanders and staffs in clearly visualizing and describing the application of combat power in time, space, purpose, and resources in the concept of operations (ADP 1-01). An operational framework establishes an area of geographic and operational responsibility for the commander and provides a way to visualize how the commander will employ forces against the enemy.

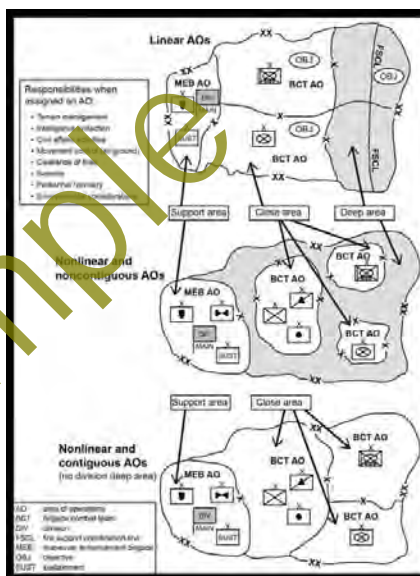
The operational framework has four components. First, commanders are assigned an area of operations for the conduct of operations. Second, a commander can designate a deep, close, and support areas to describe the physical arrangement of forces in time and space. Third, within this area, commanders conduct decisive, shaping, and sustaining operations to articulate the operation in terms of purpose. Finally, commanders designate the main and supporting efforts to designate the shifting prioritization of resources.

## Area of Operations

An area of operations is an operational area defined by the joint force commander for land and maritime forces that should be large enough to accomplish their missions and protect their forces (JP 3-0). For land operations, an area of operations includes subordinate areas of operations assigned by Army commanders to their subordinate echelons as well. In operations, commanders use control measures to assign responsibilities, coordinate fires and maneuver, and control combat operations. A control measure is a means of regulating forces or warfighting functions (ADRP 6-0). One of the most important control measures is the area of operations. The Army commander or joint force land component commander is the supported commander within an area of operations designated by the joint force commander for land operations. Within their areas of operations, commanders integrate and synchronize combat power. To facilitate this integration and synchronization, commanders designate targeting priorities, effects, and timing within their areas of operations.

## Area of Influence

Commanders consider a unit's area of influence when assigning it an area of operations. An area of influence is a geographical area wherein a commander is directly capable of influencing operations by maneuver or fire support systems normally under the commander's command or control (JP 3-0).



Understanding the area of influence helps the commander and staff plan branches to the current operation in which the force uses capabilities outside the area of operations.

### Area of Interest

An area of interest is that area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory. This area also includes areas occupied by enemy forces who could jeopardize the accomplishment of the mission (JP 3-0). An area of interest for stability or DSCA tasks may be much larger than that area associated with the offense and defense.

## Deep, Close and Support Areas

- A **deep area** is the portion of the commander's area of operations that is not assigned to subordinate units. Operations in the deep area involve efforts to prevent uncommitted enemy forces from being committed in a coherent manner. A commander's deep area generally extends beyond subordinate unit boundaries out to the limits of the commander's designated area of operations. The purpose of operations in the deep area is frequently tied to other events distant in time, space, or both time and space.
- The **close area** is the portion of a commander's area of operations assigned to subordinate maneuver forces. Operations in the close area are operations that are within a subordinate commander's area of operations. Commanders plan to conduct decisive operations using maneuver and fires in the close area, and they position most of the maneuver force within it. Within the close area, depending on the echelon, one unit may conduct the decisive operation while others conduct shaping operations. A close operation requires speed and mobility to rapidly concentrate overwhelming combat power at the critical time and place and to exploit success.
- In operations, a commander may refer to a **support area**. The support area is the portion of the commander's area of operations that is designated to facilitate the positioning, employment, and protection of base sustainment assets required to sustain, enable, and control operations.

## Decisive-Shaping-Sustaining Operations

Decisive, shaping, and sustaining operations lend themselves to a broad conceptual orientation.

- The **decisive operation** is the operation that directly accomplishes the mission. It determines the outcome of a major operation, battle, or engagement. The decisive operation is the focal point around which commanders design an entire operation. Multiple subordinate units may be engaged in the same decisive operation. Decisive operations lead directly to the accomplishment of a commander's intent. Commanders typically identify a single decisive operation, but more than one subordinate unit may play a role in a decisive operation.
- A **shaping operation** is an operation that establishes conditions for the decisive operation through effects on the enemy, other actors, and the terrain. Information operations, for example, may integrate Soldier and leader engagement tasks into the operation to reduce tensions between Army units and different ethnic groups through direct contact between Army leaders and local leaders. In combat, synchronizing the effects of aircraft, artillery fires, and obscurants to delay or disrupt repositioning forces illustrates shaping operations. Shaping operations may occur throughout the area of operations and involve any combination of forces and capabilities. Shaping operations set conditions for the success of the decisive operation. Commanders may designate more than one shaping operation.
- A **sustaining operation** is an operation at any echelon that enables the decisive operation or shaping operations by generating and maintaining combat power. Sustaining operations differ from decisive and shaping operations in that they focus internally (on friendly forces) rather than externally (on the enemy or environment).

## Main and Supporting Efforts

Commanders designate main and supporting efforts to establish clear priorities of support and resources among subordinate units.

- The **main effort** is a designated subordinate unit whose mission at a given point in time is most critical to overall mission success. It is usually weighted with the preponderance of combat power. Typically, commanders shift the main effort one or more times during execution. Designating a main effort temporarily prioritizes resource allocation. When commanders designate a unit as the main effort, it receives priority of support and resources in order to maximize combat power. Commanders may designate a unit conducting a shaping operation as the main effort until the decisive operation commences. However, the unit with primary responsibility for the decisive operation then becomes the main effort upon the execution of the decisive operation.
- A **supporting effort** is a designated subordinate unit with a mission that supports the success of the main effort. Commanders resource supporting efforts with the minimum assets necessary to accomplish the mission. Forces often realize success of the main effort through success of supporting efforts.

# I. The Exercise of Mission Command

Ref: ADRP 6-0, *Mission Command* (May '12), pp. 1-2 to 1-5.

To function effectively and have the greatest chance for mission accomplishment, commanders, supported by their staffs, exercise mission command throughout the conduct of operations. In this discussion, the “exercise of mission command” refers to an overarching idea that unifies the mission command philosophy of command and the mission command war fighting function. The exercise of mission command encompasses how Army commanders and staffs apply the foundational mission command philosophy together with the mission command war fighting function, guided by the principles of mission command.

An effective approach to mission command must be comprehensive, without being rigid. Military operations are affected by human interactions and as a whole defy orderly, efficient, and precise control. People are the basis of all military organizations. Commanders understand that some decisions must be made quickly and are better made at the point of action. Mission command concentrates on the objectives of an operation, not how to achieve it. Commanders provide subordinates with their intent, the purpose of the operation, the key tasks, the desired end state, and resources. Subordinates then exercise disciplined initiative to respond to unanticipated problems. Mission command is based on mutual trust and shared understanding and purpose. It demands every Soldier be prepared to assume responsibility, maintain unity of effort, take prudent action, and act resourcefully within the commander's intent.

## Mission Command as a Philosophy

As the Army's philosophy of command, mission command emphasizes that command is essentially a human endeavor. Successful commanders understand that their leadership directs the development of teams and helps to establish mutual trust and shared understanding throughout the force. Commanders provide a clear intent to their forces that guides subordinates' actions while promoting freedom of action and initiative. Subordinates, by understanding the commander's intent and the overall common objective, are then able to adapt to rapidly changing situations and exploit fleeting opportunities. They are given the latitude to accomplish assigned tasks in a manner that best fits the situation. Subordinates understand that they have an obligation to act and synchronize their actions with the rest of the force. Likewise, commanders influence the situation and provide direction and guidance while synchronizing their own operations. They encourage subordinates to take action, and they accept prudent risks to create opportunity and to seize the initiative. Commanders at all levels need education, rigorous training, and experience to apply these principles effectively. Mission command operates more on self-discipline than imposed discipline.

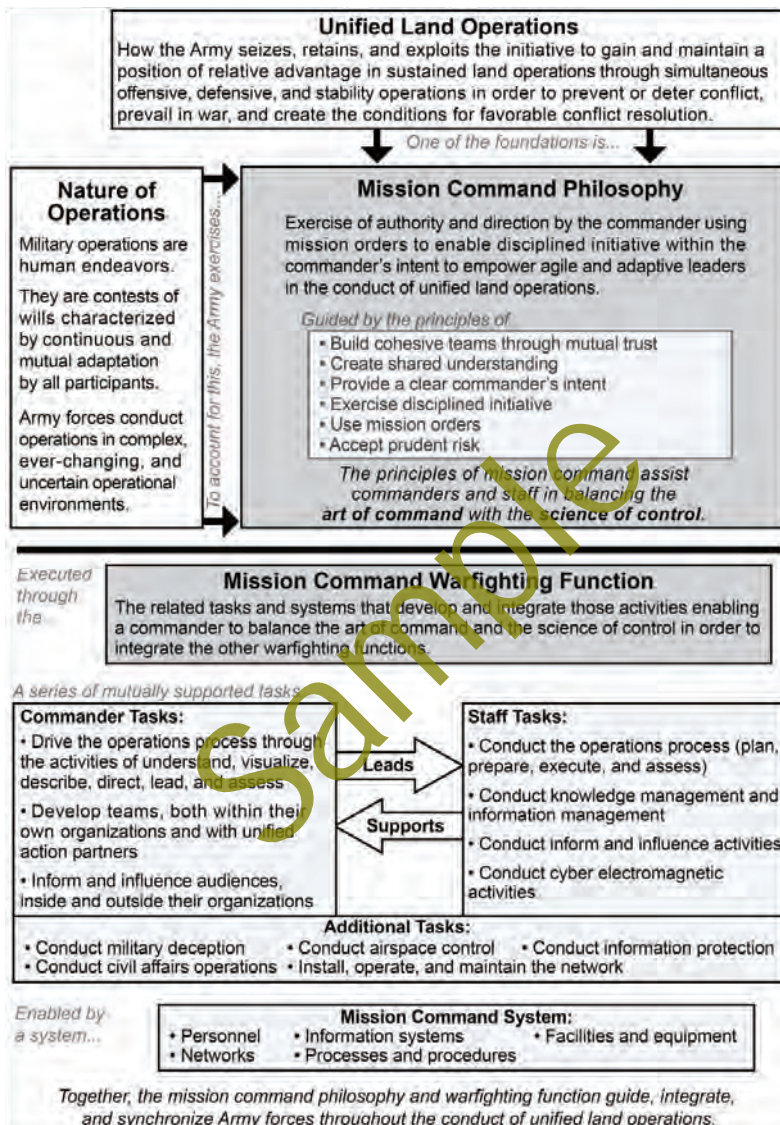
## Mission Command as a Warfighting Function

Mission command—as a warfighting function—assists commanders in balancing the art of command with the science of control, while emphasizing the human aspects of mission command. A warfighting function is a group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish missions (ADRP 3-0). The mission command war fighting function consists of the mission command war fighting function tasks and the mission command system.

## Mission Command System

Commanders need support to exercise mission command effectively. At every echelon of command, each commander establishes a mission command system—the arrangement of personnel, networks, information systems, processes and procedures, and facilities and equipment that enable commanders to conduct operations (ADP 6-0). Commanders organize the five components of their mission command system to support decision making and facilitate communication. The most important of these components is personnel.

# The Exercise of Mission Command



Ref: ADRP 6-0, Mission Command, fig. 1-1, p. 1-3.

# I. Mission Command Philosophy of Command

Ref: ADRP 6-0, Mission Command (May '12), chap. 2.

## I. Principles of Mission Command

The mission command philosophy helps commanders counter the uncertainty of operations by reducing the amount of certainty needed to act. Commanders understand that some decisions must be made quickly and are better made at the point of action. Mission command is based on mutual trust and a shared understanding and purpose between commanders, subordinates, staffs, and unified action partners. It requires every Soldier to be prepared to assume responsibility, maintain unity of effort, take prudent action, and act resourcefully within the commander's intent.

Through leadership, commanders build teams. They develop and maintain mutual trust and a shared understanding throughout the force and with unified action partners. Commanders understand that subordinates and staffs require resources and a clear intent to guide their actions. They allow them the freedom of action to exercise disciplined initiative to adapt to changing situations. Because mission command decentralizes decision making authority and grants subordinates' significant freedom of action, it demands more of commanders at all levels and requires rigorous training and education. In exercising mission command, commanders are guided by six principles:

### Principles of Mission Command

- 1 Build Cohesive Teams Through Mutual Trust**
- 2 Create Shared Understanding**
- 3 Provide a Clear Commander's Intent**
- 4 Exercise Disciplined Initiative**
- 5 Use Mission Orders**
- 6 Accept Prudent Risk**

Ref: ADP 6-0, Mission Command, pp. 2 to 5.

See following pages (pp. 2-14 to 2-15) for further discussion of the principles of mission command.



## II. Art of Command

Ref: ADP 6-0, *Mission Command*, pp. 5 to 7.

Joint doctrine defines command as the authority that a commander in the armed forces lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. It also includes responsibility for health, welfare, morale, and discipline of assigned personnel (JP 1). Army doctrine defines the art of command as the creative and skillful exercise of authority through timely decision making and leadership. As an art, command requires exercising judgment. Commanders constantly use their judgment for such things as delegating authority, making decisions, determining the appropriate degree of control, and allocating resources. Although certain facts such as troop-to-task ratios may influence a commander, they do not account for the human aspects of command. A commander's experience and training also influence decision making skills. Proficiency in the art of command stems from years of schooling, self-development, and operational and training experiences.

### Art of Command



**Authority**



**Decisionmaking**



**Leadership**

Ref: ADP 6-0, *Mission Command*, pp. 2 to 5.

As an art, command also requires providing leadership. Leadership is the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization. Humans communicate to convey information and thoughts. Although various formats exist to communicate information, successful commanders understand the immeasurable value of collaboration and dialogue. Collaboration and dialogue help commanders obtain human information not collected by their mission command system. Based on the situation and the audience (Soldiers, subordinate commanders, or unified action partners), commanders determine the appropriate communication and leadership style. (See the Army leadership publication for details on leadership style.) Commanders then organize their mission command system to support their decision making and facilitate communication.

### A. Authority

Authority is the delegated power to judge, act, or command. Commanders have a legal authority to enforce orders under the Uniform Code of Military Justice. Commanders understand that operations affect and are affected by human interactions. As such, they seek to establish personal authority. Personal authority ultimately arises from the actions of the commander and the trust and confidence generated by those actions. Commanders earn respect and trust by upholding laws and Army values, applying Army leadership principles, and demonstrating tactical and technical expertise. In this way, commanders enhance their authority.



## II. Task Organization

Ref: FM 6-0 (C2), *Commander and Staff Organization and Operations* (Apr '16), app. D.

Task-organizing is the act of designing an operating force, support staff, or sustainment package of specific size and composition to meet a unique task or mission (ADRP 3-0). Characteristics to examine when task-organizing the force include, but are not limited to, training, experience, equipment, sustainability, operational environment, (including enemy threat), and mobility. For Army forces, it includes allocating available assets to subordinate commanders and establishing their command and support relationships. Command and support relationships provide the basis for unity of command in operations. The assistant chief of staff, plans (G-5) or assistant chief of staff, operations (G-3 [S-3]) develops Annex A (Task Organization).

### Fundamental Considerations

Military units consist of organic components. Organic parts of a unit are those forming an essential part of the unit and are listed in its table of organization and equipment (TOE). Commanders can alter organizations' organic unit relationships to better allocate assets to subordinate commanders. They also can establish temporary command and support relationships to facilitate exercising mission command.

Establishing clear command and support relationships is fundamental to organizing any operation. These relationships establish clear responsibilities and authorities between subordinate and supporting units. Some command and support relationships (for example, tactical control) limit the commander's authority to prescribe additional relationships. Knowing the inherent responsibilities of each command and support relationship allows commanders to effectively organize their forces and helps supporting commanders to understand their unit's role in the organizational structure.

Commanders designate command and support relationships to weight the decisive operation and support the concept of operations. Task organization also helps subordinate and supporting commanders support the commander's intent. These relationships carry with them varying responsibilities to the subordinate unit by the parent and gaining units.

Commanders consider two organizational principles when task-organizing forces:

- **When possible, commanders maintain cohesive mission teams.** They organize forces based on standing headquarters, their assigned forces, and habitual associations when possible. When not feasible and ad hoc organizations are created, commanders arrange time for training and establishing functional working relationships and procedures. Once commanders have organized and committed a force, they keep its task organization unless the benefits of a change clearly outweigh the disadvantages. Reorganizations may result in a loss of time, effort, and tempo. Sustainment considerations may also preclude quick reorganization.
- **Commanders carefully avoid exceeding the span of control capabilities of subordinates.** Span of control refers to the number of subordinate units under a single commander. This number is situation dependent and may vary. As a rule, commanders can effectively command two to six subordinate units. Allocating subordinate commanders more units gives them greater flexibility and increases options and combinations. However, increasing the number of subordinate units increases the number of decisions for commanders to make in a timely fashion. This slows down the reaction time among decisionmakers.



Refer to BSS5: *The Battle Staff SMARTbook (Leading, Planning & Conducting Military Operations)* for complete discussion of task organization to include fundamental considerations, Army command and support relationships, unit listing sequence, and outline format (sample).

## III. Joint Command & Support Relationships

Ref: JP 1, *Doctrine for the Armed Forces of the United States* (Mar '13), chap. V.

### Levels of Authority

The specific command relationship (COCOM, OPCON, TACON, and support) will define the authority a commander has over assigned or attached forces. An overview of command relationships is shown in Figure V-1, below.

## Command Relationships Synopsis

### Combatant Command (Command Authority)

(Unique to Combatant Commander)

- Planning, programming, budgeting, and execution process input
- Assignment of subordinate commanders
- Relationships with Department of Defense agencies
- Directive authority for logistics

#### Operational control when delegated

- Authoritative direction for all military operations and joint training
- Organize and employ commands and forces
- Assign command functions to subordinates
- Establish plans and requirements for intelligence, surveillance, and reconnaissance activities
- Suspend subordinate commanders from duty

#### Tactical control when delegated

Local direction and control of movements or maneuvers to accomplish mission

#### Support relationship when assigned

Aid, assist, protect, or sustain another organization

Ref: JP 1, *Doctrine for the Armed Forces of the United States*, fig. V-1, p. V-2.

## Command Relationships Overview

- Forces, not command relationships, are transferred between commands. When forces are transferred, the command relationship the gaining commander will exercise (and the losing commander will relinquish) over those forces must be specified.
- When transfer of forces to a joint force will be permanent (or for an unknown but long period of time) the forces should be reassigned. Combatant commanders will exercise combatant command (command authority) and subordinate joint force commanders (JFCs), will exercise operational control (OPCON) over reassigned forces.
- When transfer of forces to a joint force will be temporary, the forces will be attached to the gaining command and JFCs, normally through the Service component commander, will exercise OPCON over the attached forces.
- Establishing authorities for subordinate unified commands and joint task forces direct the assignment or attachment of their forces to those subordinate commands as appropriate.

## A. Combatant Command (COCOM) - Command Authority

COCOM provides full authority for a CDR to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training (or in the case of USSOCOM, training of assigned forces), and logistics necessary to accomplish the missions assigned to the command. COCOM should be exercised through the commanders of subordinate organizations, normally JFCs, Service and/or functional component commanders.

## B. Operational Control (OPCON)

OPCON is the command authority that may be exercised by commanders at any echelon at or below the level of CCMD and may be delegated within the command. It is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations and joint training necessary to accomplish the mission.

## C. Tactical Control (TACON)

TACON is an authority over assigned or attached forces or commands, or military capability or forces made available for tasking, that is limited to the detailed direction and control of movements and maneuvers within the operational area necessary to accomplish assigned missions or tasks assigned by the commander exercising OPCON or TACON of the attached force.

## Support Relationships

Support is a command authority. A support relationship is established by a common superior commander between subordinate commanders when one organization should aid, protect, complement, or sustain another force. The support command relationship is used by SecDef to establish and prioritize support between and among CDRs, and it is used by JFCs to establish support relationships between and among subordinate commanders.

### A. General Support

That support which is given to the supported force as a whole rather than to a particular subdivision thereof.

### B. Mutual Support

That support which units render each other against an enemy because of their assigned tasks, their position relative to each other and to the enemy, and their inherent capabilities.

### C. Direct Support

A mission requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance.

### D. Close Support

That action of the supporting force against targets or objectives that are sufficiently near the supported force as to require detailed integration or coordination of the supporting action with the fire, movement, or other actions of the supported force



*Refer to JFODS4: The Joint Forces Operations & Doctrine SMARTbook (Guide to Joint, Multinational & Interorganizational Operations) for further discussion. Topics and chapters include joint doctrine fundamentals, joint operations, joint operation planning, joint logistics, joint task forces, information operations, multinational operations, and interorganizational coordination.*

# Movement & Maneuver Warfighting Function

Ref: ADRP 3-0, Operations (Nov '16), p. 5-4

The movement and maneuver warfighting function is the related tasks and systems that move and employ forces to achieve a position of relative advantage over the enemy and other threats. Direct fire and close combat are inherent in maneuver. The movement and maneuver warfighting function includes tasks associated with force projection related to gaining a position of relative advantage over the enemy. Movement is necessary to disperse and displace the force as a whole or in part when maneuvering. Maneuver is employment of forces in the operational area through movement in combination with fires to achieve a position of advantage in respect to the enemy (JP 3-0). It works through movement and with fires to achieve a position of relative advantage over the enemy to accomplish the mission and consolidate gains. Commanders use maneuver for massing the effects of combat power to achieve surprise, shock, and momentum. Effective maneuver requires close coordination with fires. Both tactical and operational maneuver require sustainment support. The movement and maneuver warfighting function includes the following tasks:

- Move.
- Maneuver.
- Employ direct fires.
- Occupy an area.
- Conduct mobility and counter mobility.
- Conduct reconnaissance and surveillance.
- Employ battlefield obscuration.

The movement and maneuver warfighting function does not include administrative movements of personnel and materiel. These movements fall under the sustainment warfighting function.

In addition to the basic tactical concepts in ADRP 3-90, commanders consider the following when performing movement and maneuver warfighting function tasks:

- Various ways and means help maneuver forces attain positional advantage. For example, the planning of civil affairs operations may minimize civilian interference with operations and minimize the impact of military operations on the population.
- Successful movement and maneuver requires agility and versatility of thought, plans, operations, and organizations. It requires designating the main effort and then, if necessary, shifting the main effort and applying the principles of mass and economy of force.

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*Editor's note: For the purposes of The Army Operations & Doctrine SMARTbook, an overview of the following topics are represented as they relate to the movement and maneuver warfighting function:*

- I. Offense and Defense, pp. 3-2 to 3-3.*
- II. Stability Operations, pp. 3-4 to 3-5.*
- III. Defense Support of Civil Authorities, pp. 3-6 to 3-7.*
- IV. Special Operations, pp. 3-7 to 3-8.*
- V. Deployment Operations, p. 3-10.*

# I. Offense and Defense (Decisive Action)

Ref: ADP 3-90, *Offense and Defense* (Aug '12).

Tactics is the employment and ordered arrangement of forces in relation to each other (CJCSM 5120.01). Through tactics, commanders use combat power to accomplish missions. The tactical-level commander employs combat power in the conduct of engagements and battles. This section addresses the tactical level of war, the art and science of tactics, and hasty versus deliberate operations.

## The Tactical Level of War

ADP 3-90 is the primary manual for offensive and defensive tasks at the tactical level. It does not provide doctrine for stability or defense support of civil authorities tasks. It is authoritative and provides guidance in the form of combat tested concepts and ideas for the employment of available means to win in combat. These tactics are not prescriptive in nature, and they require judgment in application.

The tactical level of war is the level of war at which battles and engagements are planned and executed to achieve military objectives assigned to tactical units or task forces (JP 3-0). Activities at this level focus on the ordered arrangement and maneuver of combat elements in relation to each other and to the enemy to achieve combat objectives. It is important to understand tactics within the context of the levels of war. The strategic and operational levels provide the context for tactical operations. Without this context, tactical operations are just a series of disconnected and unfocused actions. Strategic and operational success is a measure of how one or more battles link to winning a major operation or campaign. In turn, tactical success is a measure of how one or more engagements link to winning a battle.

See also pp. 3-17 to 3-22.

## The Offense

The offense is the decisive form of war. While strategic, operational, or tactical considerations may require defending for a period of time, defeat of the enemy eventually requires shifting to the offense. Army forces strike the enemy using offensive action in times, places, or manners for which the enemy is not prepared to seize, retain, and exploit the operational initiative. Operational initiative is setting or dictating the terms of action throughout an operation (ADRP 3-0).

The main purpose of the offense is to defeat, destroy, or neutralize the enemy force. Additionally, commanders conduct offensive tasks to secure decisive terrain, to deprive the enemy of resources, to gain information, to deceive and divert the enemy, to hold the enemy in position, to disrupt his attack, and to set the conditions for future successful operations.

## The Defense

While the offense is the most decisive type of combat operation, the defense is the stronger type. Army forces conduct defensive tasks as part of major operations and joint campaigns, while simultaneously conducting offensive and stability tasks as part of decisive action outside the United States.

Commanders choose to defend to create conditions for a counteroffensive that allows Army forces to regain the initiative. Other reasons for conducting a defense include to retain decisive terrain or deny a vital area to the enemy, to attrit or fix the enemy as a prelude to the offense, in response to surprise action by the enemy, or to increase the enemy's vulnerability by forcing the enemy to concentrate forces.

## Tactical Enabling Tasks

Commanders direct tactical enabling tasks to support the conduct of decisive action.

Tactical enabling tasks are usually shaping or sustaining. They may be decisive in the conduct of stability tasks. Tactical enabling tasks discussed in ADRP 3-90 include reconnaissance, security, troop movement, relief in place, passage of lines, encirclement operations, and urban operations. Stability ultimately aims to create a condition so the local populace regards the situation as legitimate, acceptable, and predictable.

## Offense and Defense (Unifying Logic Chart)

### Unified Land Operations

Seize, retain, and exploit the initiative to gain and maintain a position of relative advantage in sustained land operations in order to create the conditions for favorable conflict resolution.

Executed through...

#### Decisive Action

offensive

defensive

stability

DSCA

#### Offensive tasks

- **Movement to contact**
  - Search and attack
  - Cordon and search
- **Attack**
  - Ambush
  - Counterattack
  - Demonstration
  - Spoiling attack
  - Feint
  - Raid
- **Exploitation**
- **Pursuit**

#### Forms of maneuver

- Envelopment
- Flank attack
- Frontal attack
- Infiltration
- Penetration
- Turning movement

#### Defensive tasks

- **Area defense**
- **Mobile defense**
- **Retrograde operations**
  - Delay
  - Withdrawal
  - Retirement

#### Forms of the defense

- Defense of a linear obstacle
- Perimeter defense
- Reverse slope defense

#### Tactical enabling tasks

#### Tactical mission tasks

Movement & Maneuver



Refer to SUTS2: The Small Unit Tactics SMARTbook (Leading, Planning & Conducting Tactical Operations) for complete discussion of offensive and defensive operations. Related topics include tactical mission fundamentals, stability & counterinsurgency operations, tactical enabling operations, special purpose attacks, urban operations & fortifications, and patrols & patrolling.



## II. Tactical Mission Tasks (ADRP 3-90)

Ref: ADRP 3-90, *Offense & Defense* (Aug '12), chap. 1 and 9.

### I. The Tactical Level of War

Through tactics, commanders use combat power to accomplish missions. The tactical-level commander employs combat power to accomplish assigned missions.

The tactical level of war is the level of war at which battles and engagements are planned and executed to achieve military objectives assigned to tactical units or task forces (JP 3-0). Activities at this level focus on the ordered arrangement and maneuver of combat elements in relation to each other and to the enemy to achieve combat objectives. It is important to understand tactics within the context of the levels of war. The strategic and operational levels provide the context for tactical operations. Without this context, tactical operations are reduced to a series of disconnected and unfocused actions.

Tactical operations always require judgment and adaptation to the unique circumstances of a specific situation. Techniques and procedures are established patterns that can be applied repeatedly with little or no judgment in a variety of circumstances. Tactics, techniques, and procedures (TTP) provide commanders and staffs with a set of tools to use in developing the solution to a tactical problem.

See pp. 3-2 to 3-3 for related discussion and an overview of the offense and defense.

#### Individuals, Crews, and Small Units

Individuals, crews, and small units act at the tactical level. At times, their actions may produce strategic or operational effects. However, this does not mean these elements are acting at the strategic or operational level. Actions are not strategic unless they contribute directly to achieving the strategic end state. Similarly, actions are considered operational only if they are directly related to operational movement or the sequencing of battles and engagements. The level at which an action occurs is determined by the perspective of the echelon in terms of planning, preparation, and execution.

#### Battles, Engagements and Small-Unit Actions

Tactics is the employment and ordered arrangement of forces in relation to each other. Through tactics, commanders use combat power to accomplish missions. The tactical-level commander uses combat power in battles, engagements, and small-unit actions. A battle consists of a set of related engagements that lasts longer and involves larger forces than an engagement. Battles can affect the course of a campaign or major operation. An engagement is a tactical conflict, usually between opposing, lower echelons maneuver forces (JP 1-02). Engagements are typically conducted at brigade level and below. They are usually short, executed in terms of minutes, hours, or days.



Refer to SUTS2: *The Small Unit Tactics SMARTbook, 2nd Ed.* Chapters and topics include tactical mission fundamentals, the offense, the defense, stability and counterinsurgency operations, tactical enabling tasks (security, reconnaissance, relief in place, passage of lines, encirclement, and troop movement), special purpose attacks (ambush and raid), urban and regional environments (urban, fortified areas, desert, cold region, mountain, and jungle operations), patrols and patrolling.

## II. The Science and Art of Tactics

The tactician must understand and master the science and the art of tactics, two distinctly different yet inseparable concepts. Commanders and leaders at all echelons and supporting commissioned, warrant, and noncommissioned staff officers must be tacticians to lead their soldiers in the conduct of full spectrum operations.

### A. The Science

The science of tactics encompasses the understanding of those military aspects of tactics—capabilities, techniques, and procedures—that can be measured and codified. The science of tactics includes the physical capabilities of friendly and enemy organizations and systems, such as determining how long it takes a division to move a certain distance. It also includes techniques and procedures used to accomplish specific tasks, such as the tactical terms and control graphics that comprise the language of tactics. While not easy, the science of tactics is fairly straightforward. Much of what is contained in this manual is the science of tactics—techniques and procedures for employing the various elements of the combined arms team to achieve greater effects.

Mastery of the science of tactics is necessary for the tactician to understand the physical and procedural constraints under which he must work. These constraints include the effects of terrain, time, space, and weather on friendly and enemy forces. However—because combat is an intensely human activity—the solution to tactical problems cannot be reduced to a formula. This realization necessitates the study of the art of tactics.

### B. The Art

The art of tactics consists of three interrelated aspects: the creative and flexible array of means to accomplish assigned missions, decision making under conditions of uncertainty when faced with an intelligent enemy, and understanding the human dimension—the effects of combat on soldiers. An art, as opposed to a science, requires exercising intuitive faculties that cannot be learned solely by study. The tactician must temper his study and evolve his skill through a variety of relevant, practical experiences. The more experience the tactician gains from practice under a variety of circumstances, the greater his mastery of the art of tactics.

Military professionals invoke the art of tactics to solve tactical problems within his commander's intent by choosing from interrelated options, including—

- Types and forms of operations, forms of maneuver, and tactical mission tasks
- Task organization of available forces, to include allocating scarce resources
- Arrangement and choice of control measures
- Tempo of the operation
- Risks the commander is willing to take

## III. Tactical Mission Tasks

A tactical mission task is a specific activity performed by a unit while executing a form of tactical operation or form of maneuver. A tactical mission task may be expressed as either an action by a **friendly force** or **effects on an enemy force** (FM 7-15). The tactical mission tasks describe the results or effects the commander wants to achieve.

Not all tactical mission tasks have symbols. Some tactical mission task symbols will include unit symbols, and the tactical mission task "delay until a specified time" will use an amplifier. However, no modifiers are used with tactical mission task symbols. Tactical mission task symbols are used in course of action sketches, synchronization matrixes, and maneuver sketches. They do not replace any part of the operation order.

*See following pages (pp. 3-20 to 3-21) for tactical mission tasks.*

Engineer planners evaluate the sustainment significance of each phase of the operation during the entire planning process. They create a clear and concise concept of support that integrates the commander's intent and concept of operation. This includes analyzing the mission; developing, analyzing, war-gaming, and recommending a COA; and executing the plan. The table below lists some engineer planning considerations.

MDMP Steps	Engineer Considerations
Receipt of the mission	<ul style="list-style-type: none"> <li>• Receive higher headquarters plans, orders, and construction directives.</li> <li>• Understand the commander's intent and time constraints.</li> <li>• Request geospatial information about the area of operations.</li> <li>• Establish engineer-related boards as appropriate.</li> </ul>
Mission analysis	<ul style="list-style-type: none"> <li>• Analyze the available information on existing obstacles or limitations. Evaluate terrain, climate, and threat capabilities to determine the potential impact on M/CM/S.</li> <li>• Develop the essential tasks for M/CM/S.</li> <li>• Identify the available information on routes and key facilities. Evaluate LOC, aerial port of debarkation, and seaport of debarkation requirements.</li> <li>• Determine the availability of construction and other engineering materials.</li> <li>• Review the availability of engineering capabilities, to include Army, joint, multinational, HN, and contracted support.</li> <li>• Determine the bed-down requirements for the supported force. Review theater construction standards and base camp master planning documentation. Review unified facilities criteria, as required.</li> <li>• Review the existing geospatial data on potential sites, conduct site reconnaissance (if possible) and environmental baseline surveys (if appropriated), and determine the threat (to include environmental considerations and explosive hazards).</li> <li>• Obtain the necessary geologic, hydrologic, and climatic data.</li> <li>• Determine the level of interagency cooperation required.</li> <li>• Determine the funding sources, as required.</li> <li>• Determine the terrain and mobility restraints, obstacle intelligence, threat engineering capabilities, and critical infrastructure. Recommend the commander's critical information requirements.</li> <li>• Integrate the reconnaissance effort.</li> </ul>
COA development	<ul style="list-style-type: none"> <li>• Identify the priority engineer requirements, including essential tasks for M/CM/S developed during mission analysis.</li> <li>• Integrate engineer support into COA development.</li> <li>• Recommend an appropriate level of protection effort for each COA based on the expected threat.</li> <li>• Produce construction designs that meet the commander's intent. (Use the Theater Construction Management System when the project is of sufficient size and scope.)</li> <li>• Determine alternate construction locations, methods, means, materials, and timelines to give the commander options.</li> <li>• Determine real property and real estate requirements.</li> </ul>
COA analysis	<ul style="list-style-type: none"> <li>• War-game and refine the engineer plan.</li> <li>• Use the critical path method to determine the length of different COAs and the ability to crash the project.</li> </ul>
COA comparison	<ul style="list-style-type: none"> <li>• Determine the most feasible, acceptable, and suitable methods of completing the engineering effort.</li> </ul>
COA approval	<ul style="list-style-type: none"> <li>• Determine and compare the risks of each engineering COA.</li> <li>• Gain approval of the essential tasks for M/CM/S and construction management, safety, security, logistics, and environmental plans, as required.</li> </ul>
Orders production, dissemination, and transition	<ul style="list-style-type: none"> <li>• Produce construction directives, as required.</li> <li>• Provide input to the appropriate plans and orders.</li> <li>• Ensure that resources are properly allocated.</li> <li>• Coordinate combined arms rehearsals, as appropriate.</li> <li>• Conduct construction prebriefings.</li> <li>• Conduct preinspections and construction meetings.</li> <li>• Synchronize the construction plan with local and adjacent units.</li> <li>• Implement protection construction standards, including requirements for security fencing, lighting, barriers, and guard posts.</li> <li>• Conduct quality assurance and midproject inspections.</li> <li>• Participate in engineer-related boards.</li> <li>• Maintain as built and red line drawings.</li> <li>• Project turnover activities.</li> </ul>

Ref: FM 3-34 (2016), table 3-2. Engineer considerations in the MDMP.

# Intelligence Warfighting Function

Ref: ADP 2-0, *Intelligence* (Aug '12), ADRP 2-0, *Intelligence* (Aug '12), chap. 2 and ADRP 3-0, *Operations* (Nov '16), pp. 5-4 to 5-5.

The intelligence warfighting function is the related tasks and systems that facilitate understanding the enemy, terrain, weather, civil considerations, and other significant aspects of the operations environment. Specifically, other significant aspects of an operational environment include threats, adversaries, and operational variables, depending on the nature of operations. The intelligence warfighting function synchronizes information collection with the primary tactical tasks of reconnaissance, surveillance, security, and intelligence operations. Intelligence is driven by commanders and is more than just collection. Developing intelligence is a continuous process that involves analyzing information from all sources and conducting operations to develop the situation. The Army executes intelligence, surveillance, and reconnaissance through the operations and intelligence processes, with an emphasis on intelligence analysis and leveraging the larger intelligence enterprise, and information collection. The intelligence warfighting function includes the following tasks:

- Provide support to force generation.
- Provide support to situational understanding.
- Conduct information collection.
- Provide intelligence support to targeting and information capabilities.

For the intelligence warfighting function, setting the theater refers to executing the tasks needed to prepare for intelligence support to all echelons of a deployed force within a theater of operations. There are three core tasks. First, the G-2 or S-2 staff establishes and builds an intelligence architecture. Second, the G-2 or S-2 staff builds the knowledge needed to understand an operational environment through coordination and collaboration with regionally aligned forces, using the military intelligence brigade of theater as the anchor point. Building the knowledge to understand an operational environment includes connecting the intelligence architecture to and feeding the information systems. Last, the G-2 or S-2 staff supports the engagement that develops context and builds relationships through the successful conduct of intelligence operations; intelligence analysis; and intelligence processing, exploitation, and dissemination.

The commander drives intelligence, intelligence facilitates operations, and operations are supportive of intelligence; this relationship is continuous. Commanders' considerations for the intelligence warfighting function include—

- **Reducing operational uncertainty.** Intelligence does not eliminate uncertainty entirely. Commanders determine prudent risks inherent in any operation.
- **Determining the appropriate balance between the time allotted for collection and operational necessity.** It takes time to collect information and then develop that information into detailed and precise intelligence products.
- **Prioritizing finite resources and capabilities.**
- **Resourcing and prioritizing the intelligence warfighting function** appropriately to have enough network capability and access to meet the commander's needs.
- **Employing organic and supporting collection assets** as well as planning, coordinating, and articulating requirements to leverage the entire intelligence enterprise.

### III. The Purpose of Intelligence

The purpose of intelligence is to support commanders and staffs in gaining situational understanding of threats, terrain and weather, and civil considerations. Intelligence supports the planning, preparing, execution, and assessment of operations. The most important role of intelligence is to support commanders and decisionmakers. The Army generates intelligence through the intelligence warfighting function.

Intelligence leaders ensure that the intelligence warfighting function operates effectively and efficiently. They are the commander's primary advisors on employing information collection assets and driving information collection. Additionally, intelligence analysts support their commanders with analysis and production of timely, relevant, accurate, and predictive assessments and products tailored to the commander's specific needs.

#### Facilitating Understanding

Conducting (planning, preparing, executing, and assessing) military operations requires intelligence products regarding threats and relevant aspects of the operational environment. These intelligence products enable commanders to identify potential COAs, plan operations, employ forces effectively, employ effective tactics and techniques, and implement protection.

#### A. Threats and Hazards

Although threats are a fundamental part of an operational environment for any operation, they are discussed separately here simply for emphasis. A threat is any combination of actors, entities, or forces that have the capability and intent to harm United States forces, United States national interests, or the homeland (ADRP 3-0). Threats may include individuals, groups of individuals (organized or not organized), paramilitary or military forces, nation-states, or national alliances. The intelligence warfighting function analyzes nation-states, organizations, people, or groups to determine their ability to damage or destroy life, vital resources, and institutions, or prevent mission accomplishment. Threats are sometimes categorized as traditional, irregular, disruptive, and catastrophic. While helpful in generally describing the nature of the threat, these categories do not precisely describe the threat's goals, organizations, and methods of operating.

*See p. 1-9 for further discussion of threat categories.*

Intelligence provides a deep understanding of the threat and how the threat can affect mission accomplishment, which is essential to conducting operations. Commanders and staffs must understand how current and potential threats organize, equip, train, employ, and control their forces. Therefore, the intelligence warfighting function must continually identify, monitor, and assess threats as they adapt and change over time.

Hazards are conditions or natural phenomena able to damage or destroy life, vital resources, and institutions, or prevent mission accomplishment. Understanding hazards and their effects on operations allows the commander to better understand the terrain, weather, and various other factors that best support the mission. It also helps the commander visualize potential impacts on operations. Successful interpretation of the environment aids in correctly applying threat COAs within a given geographical region. Hazards include disease, extreme weather phenomena, solar flares, and areas contaminated by toxic materials.

#### B. Terrain and Weather

Terrain aspects and weather conditions are inseparable, directly influence each other, and impact military operations based on the mission variables (METT-TC). Terrain analysis involves the study and interpretation of natural and manmade features of an area, their effects on military operations, and the effects of weather

## IV. Intelligence Support to Commanders and Decisionmakers

Ref: ADP 2-0, *Intelligence* (Aug '12), pp. 2 to 3.

Commanders provide guidance and resources to support unique requirements of the staffs and subordinate commanders. Although commanders drive operations, as the principal decisionmakers, their relationship with their staffs must be one of close interaction and trust. This relationship must encourage initiative within the scope of the commander's intent. Independent thought and timely actions by staffs are vital to mission command.

Commanders provide guidance and continuous feedback throughout operations by—

- Providing direction
- Stating clear, concise commander's critical information requirements (CCIRs)
- Synchronizing the intelligence warfighting function
- Participating in planning
- Collaborating with the G-2/S-2 during the execution of operations

Teamwork within and between staffs produces integration essential to effective mission command and synchronized operations. While all staff sections have clearly defined functional responsibilities, they cannot work efficiently without complete cooperation and coordination among all sections and cells. Key staff synchronization and integration occur during—

- **Intelligence preparation of the battlefield (IPB).** The G-2/S-2 leads the IPB effort with the entire staff's participation during planning.
- **Army design methodology, the military decisionmaking process, and the rapid decisionmaking and synchronization process.** Intelligence provides important input that helps frame operational problems and drives decisionmaking processes.
- **Information collection.** The G-2/S-2 staff provides the analysis, supporting products, and draft plan necessary for the G-3/S-3 to task the information collection plan.
- **Targeting.** Intelligence is an inherent part of the targeting process and facilitates the execution of the decide, detect, deliver, and assess functions.
- **Assessments.** The G-2/S-2 staff collaborates closely with the rest of the staff to ensure timely and accurate assessments occur throughout operations.

The staff performs many different activities as a part of the intelligence warfighting function. This effort is extremely intensive during planning and execution. After the commander establishes CCIRs, the staff focuses the intelligence warfighting function on priority intelligence requirements and other requirements. The staff assesses the situation and refines or adds new requirements, as needed, and quickly retasks units and assets. It is critical for the staff to plan for and use well-developed procedures and flexible planning to track emerging targets, adapt to changing operational requirements, and meet the requirement for combat assessment.

Refer to ADRP 2-0, chap. 5, for further discussion.



Refer to BSS5: *The Battle Staff SMARTbook (Leading, Planning & Conducting Military Operations)* for further discussion of the intelligence warfighting function as it relates to the operations process -- to include warfighting function tasks, intelligence core competencies, the intelligence process, and types of intelligence products.



## V. Reconnaissance & Surveillance

Ref: ADRP 3-90, *Offense and Defense* (Aug '12), pp. 5-1 to 5-3.

Reconnaissance operations are those operations undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or potential enemy, or to secure data concerning the meteorological, hydrographical or geographical characteristics and the indigenous population of a particular area. Reconnaissance primarily relies on the human dynamic rather than technical means. Reconnaissance is performed before, during, and after other operations to provide information used in the intelligence preparation of the battlefield (IPB) process, as well as by the commander in order to formulate, confirm, or modify his course of action (COA).

### Forms of Reconnaissance

The four forms of reconnaissance are route, zone, area, and reconnaissance in force.

#### Forms of Reconnaissance



Route Reconnaissance



Zone Reconnaissance



Area Reconnaissance



Reconnaissance in Force

Ref: FM 3-90, *Tactics*, chap. 13.

Surveillance and reconnaissance missions are a principal means of information collection. A key difference between surveillance missions and reconnaissance is that surveillance is systematic, usually passive in collection of information, and may be continuous; while reconnaissance may be limited in duration of the assigned mission, is active in collection of information, and usually includes human participation. Reconnaissance employs many tactics, techniques, and procedures (TTP) throughout the course of the mission, one of which may include an extended period of surveillance.

#### A. Route Reconnaissance

Route reconnaissance is a form of reconnaissance that focuses along a specific line of communication, such as a road, railway, or cross-country mobility corridor. It provides new or updated information on route conditions, such as obstacles and bridge classifications, and enemy and civilian activity along the route. A route reconnaissance includes not only the route itself, but also all terrain along the route from which the enemy could influence the friendly force's movement.

## B. Zone Reconnaissance

Zone reconnaissance is a form of reconnaissance that involves a directed effort to obtain detailed information on all routes, obstacles, terrain, and enemy forces within a zone defined by boundaries. It is appropriate when the enemy situation is vague, existing knowledge of the terrain is limited, or combat operations have altered the terrain. A zone reconnaissance may include several route or area reconnaissance missions assigned to subordinate units.

## C. Area Reconnaissance

Area reconnaissance is a form of reconnaissance that focuses on obtaining detailed information about the terrain or enemy activity within a prescribed area. This area may include a town, a ridgeline, woods, an airhead, or any other feature critical to operations. The area may consist of a single point, such as a bridge or an installation. Areas are normally smaller than zones and are not usually contiguous to other friendly areas targeted for reconnaissance.

## D. Reconnaissance in Force

A reconnaissance in force is a deliberate combat operation designed to discover or test the enemy's strength, dispositions, and reactions or to obtain other information. Battalion-size task forces or larger organizations usually conduct a reconnaissance in force (RIF) mission. A commander assigns a RIF mission when the enemy is known to be operating within an area and the commander cannot obtain adequate intelligence by any other means. A unit may also conduct a RIF in restrictive-type terrain where the enemy is likely to ambush smaller reconnaissance forces. A RIF is an aggressive reconnaissance, conducted as an offensive operation with clearly stated reconnaissance objectives. The overall goal of a RIF is to determine enemy weaknesses that can be exploited.

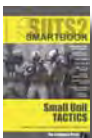
## Every Soldier is a Sensor (ES2) Program

The Army established the every Soldier is a sensor (ES2) program, which is accomplished through Soldier surveillance and reconnaissance. The Soldier surveillance and reconnaissance AUTL task is designed to help units more effectively collect useful information in their AO. This task is critical because units often operate in an AO characterized by violence, uncertainty, and complex threats.

*Refer to FM 2-91.6 for a detailed discussion about Soldier surveillance and reconnaissance.*

## Reconnaissance Objective

The commander orients his reconnaissance assets by identifying a reconnaissance objective within the area of operation (AO). The reconnaissance objective is a terrain feature, geographic area, or an enemy force about which the commander wants to obtain additional information. The reconnaissance objective clarifies the intent of the reconnaissance effort by specifying the most important result to obtain from the reconnaissance effort. The commander assigns a reconnaissance objective based on his priority information requirements (PIR) resulting from the IPB process and the reconnaissance asset's capabilities and limitations. The reconnaissance objective can be information about a specific geographical location, such as the cross-country trafficability, a specific enemy activity to be confirmed or denied, or a specific enemy unit to be located and tracked.



*Refer to SUTS2: The Small Unit Tactics SMARTbook (Leading, Planning & Conducting Tactical Operations) for discussion of reconnaissance and security operations. Related topics include tactical mission fundamentals, offensive and defensive operations, stability & counterinsurgency operations, tactical enabling operations, special purpose attacks, tactical environments, and patrols & patrolling.*

# Dissemination Methods and Techniques

Ref: ADRP 2-0, *Intelligence* (Aug '12), pp. 3-8 to 3-9.

There are numerous methods and techniques for disseminating information and intelligence. The appropriate technique in any particular situation depends on many factors, such as capabilities and mission requirements. Information presentation may be in a verbal, written, interactive, or graphic format. The type of information, time allocated, and commander's preferences all influence the information format. Answers to PIRs require direct dissemination to the commander, subordinate commanders, and staff. Direct dissemination is conducted person-to-person, by voice communications, or electronic means. Other dissemination methods and techniques include—

- Direct electronic dissemination (a messaging program)
- Instant messaging
- Web posting (with notification procedures for users)
- Printing or putting the information on a compact disk and sending it

Disseminating intelligence simultaneously to multiple recipients is one of the most effective, efficient, and timely methods, and can be accomplished through various means—for example, push or broadcast. G-2s/S-2s must plan methods and techniques to disseminate information and intelligence when normal methods and techniques are unavailable. For example, information and intelligence can be disseminated using liaisons or regularly scheduled logistic packages as long as any classified information is properly protected and individuals are issued courier orders.

## Dissemination Channels

Intelligence leaders at all levels assess the dissemination of intelligence and intelligence products. Reports and other intelligence products move along specific channels within the intelligence architecture. The staff helps streamline information distribution within these channels by ensuring dissemination of the right information in a timely manner to the right person or element. There are three channels through which commanders and their staffs communicate:

- **Command Channels.** Command channels are direct chain-of-command links used by commanders or authorized staff officers for command-related activities. Command channels include command radio nets, video teleconferences, and mission command systems.
- **Staff Channels.** Staff channels are staff-to-staff links within and between headquarters. The staff uses staff channels for control-related activities. Through these channels, the staff coordinates and transmits intelligence, controlling instructions, planning information, early warning information, and other information to support mission command. Examples of staff channels include the operations and intelligence radio net, voice-over-Internet phone (VOIP), the staff huddle, and video teleconferences, which provide information and intelligence to the rest of the intelligence architecture.
- **Technical Channels.** Technical channels are the transmission paths between two technically similar units or offices that perform a technical function requiring special expertise. These channels are used to control the performance of technical functions. Technical channels are used only when that control is authorized by an operation order or for those authorities granted specifically in Army regulations or unit SOPs. Staffs typically use technical channels to control specific functions. These functions include fire direction and the technical reporting channels for intelligence operations, reconnaissance, and surveillance.

# Fires Warfighting Function

Ref: ADP/ADRP 3-09, *Fires* (Aug '12), chap. 1 and ADRP 3-0, *Operations* (Nov '16), p. 5-5.

The fires warfighting function is the related tasks and systems that provide collective and coordinated use of Army indirect fires, air and missile defense, and joint fires through the targeting process. Army fires systems deliver fires in support of offensive and defensive tasks to create specific lethal and nonlethal effects on a target. The fires warfighting function includes the following tasks:

- Deliver fires.
- Integrate all forms of Army, joint, and multinational fires.
- Conduct targeting.

In addition to the characteristics for effective fires in ADRP 3-09, commanders consider:

- The desired effect, available capabilities, and time and resources are required to deliver the appropriate capability.
- Successful integration of information operations into the targeting process is important to mission accomplishment in many operations.

The fires warfighting function includes tasks associated with integrating and synchronizing the effects of Army indirect fires, AMD, and joint fires with the effects of other warfighting functions. It includes planning for targeting, providing fire support; countering air, ballistic missile, cruise missile, rocket, artillery, mortars, and unmanned aircraft systems threats; and integrating joint and multinational fires. This represents the tasks the fires function must accomplish to complement and reinforce the other warfighting functions.

Fires organizations require deliberate and dynamic targeting to achieve lethal and nonlethal effects against ground and aerial targets. For ground threats, fires leaders use the Army's targeting methodology to plan, prepare, execute, and assess effects on the ground. For aerial threats, fires leaders use air defense planning to determine air defense priorities and the tailoring of air defense artillery capabilities to defeat aerial threats.

As a warfighting function, fires address requirements associated with offensive and defensive tasks supporting the concept of operations and integrated into the scheme of maneuver.

## A. Deliver Fires

Today's operational environments require the integration of Army indirect fires in support of offensive, defensive, and stability tasks. Fires combine the use of air and ground artillery with the capabilities of other Army warfighting functions, special operations forces (SOF), joint forces, and unified action partners to enable the supported commander to seize the initiative. Army forces plan for, integrate, coordinate and synchronize the fires capabilities (sensors and weapon systems) of unified action partners into the concept of operations to achieve synergy, develop a common operational picture (COP), and enable joint interdependencies from the tactical to strategic levels. Additionally, complementary and reinforcing joint and multinational capabilities provide redundancy to mitigate environmental and operational restrictions, resource shortfalls, as well as gaps in coverage from a particular asset.

## B. Integrate All Forms of Army, Joint and Multinational Fires

Fires must be integrated with the capabilities of other Army warfighting functions, special operation forces, joint forces and multinational forces. Integration of fires creates an optimal environment that mitigates risks, resource shortfalls and covers gaps within the areas of operations (AO). Ground and air fires must be integrated

## VII. Employment of Fires

Ref: ADRP 3-09, Fires (Aug '12), pp. 1-13 to 1-14.

To employ fires is to use available weapons and other systems to create a specific lethal or nonlethal effect on a target (JP 3-0). Planning and assessment contribute to the execution of fire support and AMD in the successful employment of fires to achieve the commander's intent. This contribution employs principles of planning, coordination, and execution as a guide. In advising the supported commander on the application of fires, the fires planner also reviews fires requirements against several basic fires considerations that guide planning in the development of the fire support plan and AADP. This function encompasses the fires associated with a number of tasks, missions, and processes, including:

### A. Air and Missile Defense Employment

**Employment Principles.** ADA employment principles enable air defense forces to successfully perform combat missions and support overall force objectives. The four principles are:

#### Mass

Mass is the concentration of air defense combat power. Mass may also be interpreted to include the launching of more than one interceptor against a target.

#### Mix

Mix is the employment of a combination of weapon and sensor systems to protect the force and assets from the threat. Mix offsets the limitations of one system with the capabilities of another.

#### Mobility

Mobility is defined as a quality or capability of military forces, which permits them to move from place to place while retaining the ability to fulfill their primary mission.

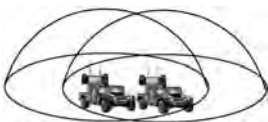
#### Integration

Integration is the combination of the forces, systems, functions, processes and information acquisition and distribution required to efficiently and effectively perform the mission. Integration combines separate systems, capabilities, functions, etc. in such a way that those individual elements can operate independently or in concert without adversely affecting other elements.

### AMD Employment Guidelines

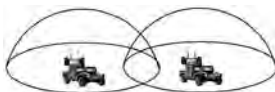
Planning during defense design and positioning ADA units involves applying six employment guidelines. Optimum protection of the items on the JFC's CAL must be the goal. The six guidelines are:

#### Mutual Support



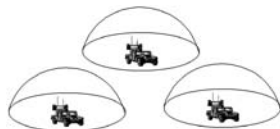
Weapons are positioned so that the fires of one weapon can engage targets within the dead zone of the adjacent weapon systems.

#### Overlapping Fires



Weapons are positioned so that their engagement envelopes overlap. Defense planners must apply mutual supporting and overlapping fires vertically and horizontally.

#### Balanced Fires



Weapons are positioned to deliver an equal volume of fires in all directions.

## VIII. Fires and the Operational Framework

Ref: ADRP 3-09, *Fires* (Aug '12), pp. 1-12 to 1-13.

Fires provide a collective and coordinated use of Army indirect fires, AMD, and joint fires in support of operations no matter how the unit defines and describes the operational framework.

See pp. 1-20 to 1-21 for discussion of the operational framework from ADRP 3-0.

### A. Decisive-Shaping-Sustaining Framework

Fires contribute to the overall effect of maneuver in which commanders use them separately in decisive, shaping, and sustaining operations to directly influence the mission objectives.

- **Fires in Support of Decisive Operation.** Decisive operations lead directly to the accomplishment of a commander's purpose (ADP 3-0). Fires supporting decisive operations include preparation fires, close support fires, interdiction, Army support to offensive counterair (OCA)/DCA, AMD, final protective fires, electronic attack, and counterfire. Fires in the decisive operation integrate and synchronize weapon systems and sensors to achieve lethal and nonlethal effects in support of the scheme of maneuver.
- **Fires in Support of Shaping Operations.** Shaping operations create and preserve conditions for the success of the decisive operation (ADP 3-0). Fires in support of shaping operations disrupt or destroy the enemy's attacking echelons and fire support, mission command, and logistic infrastructure. Fires may be used to limit the enemy's ability to shift forces to meet attacking friendly maneuver forces and to sustain the momentum of the attack. Fires in support of shaping operations employ the same types of fires as during the decisive operation.
- **Fires in Support of Sustaining Operations.** Fires in sustaining operations protect and enable friendly forces to retain freedom of action. Fires must be responsive and positioned to attack and disable enemy forces or any potential threat.

### B. Deep-Close-Security Framework

The Deep-Close-Security framework has historically been associated with a terrain orientation but can be applied to temporal and organizational orientations as well.

- **Fires in Support of Deep Operations.** Deep operations involve efforts to disrupt uncommitted enemy forces (ADP 3-0). These types of operations frequently tie to events in time or space. Fires in support of deep operations disrupt enemy movement, command and control, sustainment and fires assets. Fires used in deep operations include interdiction, counterair, and electronic attack.
- **Fires in Support of Close Operations.** Close operations involve efforts to have immediate effects with committed friendly forces-potentially in direct contact with enemy forces-to include enemy reserves available for immediate commitment (ADP 3-0). Fires in support of close operations include counterfire, indirect fire protection capabilities, combined arms for air defense, close air support (CAS), and final protective fires. When employing fires in support of close operations, commanders must mitigate risk of fratricide by selecting the most appropriate fires capability and implementing ACMs and FSCMs.
- **Fires in Support of Security.** Security operations involve efforts to provide early and accurate warning of enemy operations, provide the force with time, and maneuver space within which to react to the enemy, protect the force from surprise, and develop the situation so the commander can effectively use the force (ADP 3-0). Fires in support of security operations include AMD, sensor early warning, indirect fires, and CAS.



# II. Fires Organizations and Key Personnel

Ref: ADRP 3-09, Fires (Aug '12), chap. 2.

The fires warfighting function uses a diverse group of systems, personnel, and materiel—most of which operate in various ways to provide different capabilities. This chapter discusses the organizations and key personnel of the fires warfighting function from the strategic level to the tactical level. The following table provides an overview of all fires organizations and key personnel down to the battalion and battery level. This chapter will only cover organizations and key personnel down to brigade.

Fires Organization and Key Personnel	
Strategic Level Fires Organizations	
Air Defense	Field Artillery
<ul style="list-style-type: none"><li>• Joint Functional Component Command-Integrated Missile Defense (JFCC-IMD)</li><li>• Army Space and Missile Defense Command (SMDC)/Army Strategic Command (ARSTRAT)</li></ul>	<ul style="list-style-type: none"><li>• Joint Land Component/Joint Task Force Fires Cell</li><li>• Battlefield Coordination Detachment</li></ul>
Operational Level Fires Organizations	
Air Defense	Field Artillery
<ul style="list-style-type: none"><li>• Army Air and Missile Defense Command (AAMDC)<ul style="list-style-type: none"><li>- Theater Air and Missile Defense Coordinator (TAMCOORD)</li><li>- Deputy Area Air Defense Coordinator (DAADC—when designated)</li></ul></li><li>• Corps Air Defense/Airspace Management Cell</li></ul>	<ul style="list-style-type: none"><li>• Corps and Theater Fires Cell</li><li>• Expeditionary Air Support Operations Group</li><li>• Ground Liaison Detachment</li></ul>
Tactical Level Fires Organizations	
Air Defense	Field Artillery
<ul style="list-style-type: none"><li>• Air Defense Artillery Brigade<ul style="list-style-type: none"><li>- Air Defense Fire Control Officer (ADAFCO)</li><li>- Air Defense Artillery Battalion</li><li>- Patriot Battalion</li><li>- Air and Missile Defense Battalion</li><li>- Indirect Fires Protection Capability (IFPC) Battalion</li><li>- Terminal High-Altitude Area Defense (THAAD) Battery</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Division Fires Cell<ul style="list-style-type: none"><li>- Division Chief of Fires</li></ul></li><li>• Air Liaison Officer</li><li>• Fires Brigade<ul style="list-style-type: none"><li>- Fire Support Officer</li><li>- Field Artillery Battalions<ul style="list-style-type: none"><li>o Multiple Launch Rocket System (MLRS)</li><li>o High-Mobility Artillery Rocket System (HIMARS)</li><li>o M109-series Paladin</li><li>o M777-series</li><li>o M119-series</li></ul></li></ul></li></ul>
Fires Cell (Division/Brigade Combat Team)	
<ul style="list-style-type: none"><li>• Air Defense Element</li><li>• Air Defense Airspace Management/Brigade Aviation Element (ADAM/BAE)</li></ul>	<ul style="list-style-type: none"><li>• Fires Element</li><li>• Air Support Operations Center/Air Liaison Officer (ASOC/ALO)</li></ul>
Legend: D3A – decide, detect, deliver, and assess	

Ref: ADRP 3-09, Fires, table 2-1, p. 2-2.

For further breakdown of organizations and key personnel refer to FM 3-09 and FM 3-01.

## Chap 6

# The Sustainment Warfighting Function

*Ref: ADP 4-0, Sustainment (Jul '12) and ADRP 3-0, Operations (Nov '16), pp. 5-5 to 5-6.*

The sustainment warfighting function is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. The endurance of Army forces is primarily a function of their sustainment. Sustainment determines the depth and duration of Army operations. It is essential to retaining and exploiting the initiative. Sustainment provides the support necessary to maintain operations until mission accomplishment. The sustainment warfighting function includes the following tasks:

- Conduct logistics.
- Provide personnel services.
- Provide health service support.

## A. Logistics

Logistics is planning and executing the movement and support of forces. It includes those aspects of military operations that—

- Design, develop, acquire, store, move, distribute, maintain, evacuate, and dispose of materiel.
- Acquire or build, maintain, operate, and dispose of facilities.
- Acquire or furnish services.

Although joint doctrine defines logistics as a science, logistics involves both military art and science. Knowing when and how to accept risk, prioritizing a myriad of requirements, and balancing limited resources all require military art. Logistics integrates strategic, operational, and tactical support of deployed forces while scheduling the mobilization and deployment of additional forces and materiel. Logistics includes—

- Maintenance.
- Transportation.
- Supply.
- Field services.
- Distribution.
- Operational contract support.
- General engineering support.

Sustainment  
(ADRP 4-0)



*Refer to SMFLS4: Sustainment & Multifunctional Logistics SMARTbook (Warfighter's Guide to Logistics, Personnel Services, & Health Services Support) -- updated with the latest doctrinal references (ADRP 4-0 Sustainment, ATP 4-93 Sustainment Brigade, JP 4-0 Joint Logistics, and more than 20 other joint and service publications) -- for complete discussion of strategic, operational, and tactical logistics of force projection, deployment and redeployment, and RSO&I operations.*

# V. Operating Forces

Ref: ADRP 4-0, Sustainment (Jul '12), pp. 2-8 to 2-12.

The operating forces are those forces whose primary missions are to participate in combat and the integral supporting elements thereof (FM 1-01). Operational Army units are typically assigned to CCDRs. The Army normally executes its responsibilities to organize, train, and equip operational Army units through ASCCs.

## 1. Army Service Component Command /Theater Army

When an Army Service component command (ASCC) is in support of a GCC, it is designated as a Theater Army (TA). The Theater Army is the primary vehicle for Army support to joint, interagency, intergovernmental, and multinational forces (MNFs). The TA HQ performs functions that include reception, staging, onward movement, and integration; logistics over-the-shore operations; and security coordination.

The Theater Army is responsible for providing support to Army forces and common sustainment/support to other Services as directed by the CDR and other authoritative instructions. The Theater Sustainment Command (TSC) is assigned to the Theater Army and is the Army's senior logistics headquarters (HQ) within the theater of operations. When directed, the TSC provides lead Service and executive agency support for designated logistics and services to other government agencies, MNFs, and nongovernmental organizations (NGO). When directed, the MEDCOM (DS) provides AHS support to other services.

The TA exercises administrative control over all Army forces in the area of responsibility unless modified by DA. This includes Army forces assigned, attached, or OPCON to the combatant command. The TA coordinates with the TSC for operational sustainment planning and management. The TA defines theater policies and coordinates with the TSC for technical guidance and execution of force projection and sustainment.

## 2. Corps

The corps provides a HQ that specializes in operations as a land component command HQ and a joint task force for contingencies. When required, a corps may become an intermediate tactical HQ under the land component command, with OPCON of multiple divisions (including multinational or Marine Corps formations) or other large tactical formations. Its primary mission command is land combat operations. The corps HQ has the capability to provide the nucleus of a joint HQ.

## 3. Division

Divisions are the Army's primary tactical war fighting HQ. Their principal task is directing subordinate brigade operations. Divisions are not fixed formations. Therefore, they may not have all types of Brigade Combat Teams (BCT) in an operation or they may control more than one of a particular type of BCT. A division can control up to six BCTs with additional appropriate supporting brigades during major combat operations. The types of support brigades are combat aviation, fires, maneuver enhancement, battlefield surveillance, and sustainment. The sustainment brigade normally remains attached to the TSC or ESC but supports the division. The division may have OPCON of a SUSTAINMENT BRIGADE while conducting large-scale exploitation and pursuit operations.

## 4. Brigade Combat Team (BCT)

As combined arms organizations, Brigade Combat Teams (BCT) form the basic building block of the Army's tactical formations. They are the principal means of executing engagements. Three standardized BCT designs exist: armor, infantry, and Stryker. Battalion-sized maneuver, fires, reconnaissance, and Brigade Support Battalion (BSB) are organic to BCTs.

## 5. Theater Sustainment Command (TSC)

The Theater Sustainment Command (TSC) serves as the senior Army sustainment HQ (less medical) for the Theater Army. The TSC provides mission command of units assigned, attached, or OPCON. The mission of the TSC is to provide theater sustainment (less medical) (FM 4-94).

The Theater Sustainment Command is capable of planning, preparing, executing, and assessing logistics and human resource support for Army forces in theater. It provides support to unified land operations. As the distribution coordinator in theater, the TSC leverages strategic partnerships and joint capabilities to establish an integrated theater-level distribution system that is responsive to Theater Army requirements. It employs sustainment brigades to execute theater opening (TO), theater sustainment, and theater distribution operations.

The TSC includes units capable of providing multifunctional logistics: supply, maintenance, transportation, petroleum, port, and terminal operations. Other specialized capabilities, such as mortuary affairs (MA), aerial delivery, human resources, sustainment to interment/resettlement operations, and financial management, are available from the force pool. The combination of these capabilities gives the TSC commander the ability to organize and provide tailored support.

## 6. Expeditionary Sustainment Command (ESC)

Expeditionary Sustainment Commands (ESC) are force pooled assets. They are normally under the mission command of the TSC. The ESC provides mission command of sustainment units (less medical) in designated areas of a theater. The ESC plans, prepares, executes, and assesses sustainment, distribution, theater opening, and reception, staging, and onward movement operations for Army forces in theater. It may serve as a basis for an expeditionary command for joint logistics when directed by the GCC or designated multinational or joint task force commander. It normally deploys when the TSC determines that a forward command presence is required. This capability provides the TSC commander with the regional focus necessary to provide effective operational-level support to Army or JTF missions.

## 7. Theater Engineer Command (TEC)

The Theater Engineer Command (TEC) is designed to mission command engineer capabilities for all assigned or attached engineer brigades and other engineer units and missions for the joint force land component or Theater Army commander. It is the only organization designed to do so without augmentation and can provide the joint force commander with an operational engineer headquarters or augment an engineer staff for a JTF. The TEC is focused on operational-level engineer support across all three of the engineer disciplines and typically serves as the senior engineer headquarters for a Theater Army, land component headquarters, or potentially a JTF (see FM 3-34).

## 8. Human Resource Sustainment Center (HRSC)

The Human Resource Sustainment Center (HRSC) is a multifunctional, modular organization (staff element), and theater-level center assigned to a TSC that integrates and ensures execution of Personnel Accountability (PA), casualty, and postal functions throughout the theater as defined by the policies and priorities established by the ASCC G-1/AG. The HRSC, in coordination with the TSC, has a defined role to ensure that the theater HR support plan is developed and supported with available resources within the TSC. This includes collaborating with the ASCC G-1/AG and TSC to ensure appropriate HR support relationships are established and properly executed through the OPORD process.

Continued on next page

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Sustainment  
(ADRP 4-0)

## VIII. Joint Logistics

Ref: JP 4-0, *Joint Logistics* (Oct '13), chap. I.

Sustainment is one of the six joint functions (command and control [C2], intelligence, fires, movement and maneuver, protection, and sustainment) described in Joint Publication (JP) 3-0, *Joint Operations*. Sustainment provides the joint force commanders (JFCs) freedom of action, endurance, and the ability to extend operational reach. Effective sustainment determines the depth to which the joint force can conduct decisive operations, allowing the JFC to seize, retain, and exploit the initiative. Sustainment is primarily the responsibility of the supported combatant commander (CCDR) and subordinate Service component commanders in close cooperation with the Services, combat support agencies (CSAs), and supporting commands. Sustainment is the provision of logistics and personnel services necessary to maintain and prolong operations until mission accomplishment and redeployment of the force. Joint logistics supports sustained readiness for joint forces.

### Core Logistic Capabilities

Core Capabilities	Functional Capabilities
Supply	<ul style="list-style-type: none"><li>▪ Manage Supplies and Equipment</li><li>▪ Inventory Management</li><li>▪ Manage Supplier Networks</li></ul>
Maintenance Operations	<ul style="list-style-type: none"><li>▪ Depot Maintenance Operations</li><li>▪ Field Maintenance Operations</li><li>▪ Manage Life Cycle Systems Readiness</li></ul>
Deployment and Distribution	<ul style="list-style-type: none"><li>▪ Move the Force</li><li>▪ Sustain the Force</li><li>▪ Operate the Joint Deployment and Distribution Enterprise</li></ul>
Health Service Support	<ul style="list-style-type: none"><li>▪ Casualty Management</li><li>▪ Patient Movement</li><li>▪ Medical Logistics</li><li>▪ Preventive Medicine and Health Surveillance</li><li>▪ Theater Medical Information</li></ul>
Engineering	<ul style="list-style-type: none"><li>▪ Combat Engineering</li><li>▪ General Engineering</li><li>▪ Geospatial Engineering</li></ul>
Logistic Services	<ul style="list-style-type: none"><li>▪ Food Service</li><li>▪ Water and Ice Service</li><li>▪ Base Camp Services</li><li>▪ Hygiene Services</li></ul>
Operational Contract Support	<ul style="list-style-type: none"><li>▪ Contract Support Integration</li><li>▪ Contract Management</li></ul>

Logistics concerns the integration of strategic, operational, and tactical support efforts within the theater, while scheduling the mobilization and movement of forces and materiel to support the JFC's concept of operations (CONOPS). Joint logistics is the coordinated use, synchronization, and sharing of two or more Military Departments' logistics resources to support the joint force. The joint logistics enterprise (JLEnt) projects and sustains a logistically ready joint force by leveraging Department of Defense (DOD), interagency, nongovernmental agencies, multinational, and industrial resources.



Refer to JFODS4: *The Joint Forces Operations & Doctrine SMARTbook* (Guide to Joint, Multinational & Interagency Operations) for discussion of joint logistics to include sustainment as a joint function, core logistics capabilities, and planning/controlling/executing joint logistics (from a joint doctrine perspective).

## II. Sustainment of Decisive Action

Ref: ADRP 4-0, *Sustainment* (Jul '12). chap. 3.

Decisive action is the continuous, simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities tasks (ADRP 3-0). In unified land operations, commanders seek to seize, retain, and exploit the initiative while synchronizing their actions to achieve the best effects possible. Sustainment, through mission command, enables decisive action. Sustainment provides the operational commander with operational reach, freedom of action and endurance.

### Operational Context

Any operational environment consists of many interrelated variables and sub-variables, as well as the relationships among those variables and sub-variables. How the many entities and conditions behave and interact with each other within an operational environment is difficult to discern and always results in differing circumstances. Different actor or audience types do not interpret a single message in the same way. Therefore, no two operational environments are the same (ADRP 3-0).

### Unified Land Operations

Unified land operations require the integration of U.S. military operations with that of multinational partners and other government agencies and nongovernmental organizations. The Army's two core competencies—combined arms maneuver and wide area security—provide the means for balancing the application of the elements of combat power in unified action to defeat enemy ground forces; to seize, occupy, and defend land areas; and to achieve physical, temporal, and psychological advantages over the enemy to seize and exploit the initiative (ADP 3-0).

The sustainment warfighting function is essential for conducting operations and providing resources for generating and maintaining combat power. Sustainment provides the operational commander operational reach, freedom of action, and operational endurance. As mentioned previously, sustainment is inherently joint and requires a coordinated and collaborated effort between joint and multinational partners and other government agencies.

A sustaining operation is an operation at any echelon that enables the decisive operation or shaping operations by generating and maintaining combat power (ADRP 3-0). Sustaining operations are inseparable from decisive and shaping operations, though not decisive in and of itself. When executing sustainment operations, commanders, staffs, and subordinates ensure their decisions and actions comply with U.S., international, and in some cases host nation, laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war (see FM 27-10) and the rules of engagement.

Sustainment determines the depth and duration of Army operations. It is essential to retaining and exploiting the initiative and it provides the support necessary to maintain operations until mission accomplishment. Failure to provide sustainment could cause a pause or culmination of an operation resulting in the loss of the initiative.



Refer to SMFLS4: *Sustainment & Multifunctional Logistics SMARTbook* (Guide to Logistics, Personnel Services, & Health Services Support). Includes Theater Sustainment Command, Sustainment Brigade, Brigade Support Battalion, Sustainment Planning, JP 4-0 Joint Logistics, Deployment and Redeployment, and more than a dozen new/updated references.



# Sustainment of Decisive Action

Ref: ADP 4-0, Sustainment (Jul '12), pp. 10 to 15.

Sustainment is one of the elements of sustaining operations. Sustaining operations, typically address important sustainment and protection actions essential to the success of decisive and shaping operations. A sustaining operation is an operation at any echelon that enables the decisive operation or shaping operations by generating and maintaining combat power and is inseparable from decisive and shaping operations. Sustainment enables commanders with operational reach, freedom of action, and endurance. Operational reach is achieved by the ability to open theaters, deploy forces to support the combatant commander's mission. Mission command is the primary means by which sustainment headquarters plan, prepare, execute, and assess the sustainment of operations. An effective distribution system enables prolonged endurance by delivering sustainment in the right quantities to support decisive action.

## I. Operational Reach

Operational reach is a necessity for successful operations. Operational reach is the distance and duration across which a unit can successfully employ military capabilities (JP 3-0). The limit of a unit's operational reach is its culminating point. Operational reach is facilitated by prepositioning stocks; capability to project Army forces and sustainment to an operational environment; to open theater ports; establish forward bases; and to close a theater upon conclusion of an operation.

See p. 6-26 for further discussion.

## II. Freedom of Action

Freedom of action enables commanders with the will to act, to achieve operational initiative and control and maintain operational tempo. Enabling freedom of action requires that sustainment commanders synchronize the sustainment plan with the operations plan to ensure supported commanders can operate freely and unencumbered by limited resources. Sustainment commanders can enable freedom of action through preparing and putting in place sustainment capabilities.

**Negotiating and agreements.** Negotiating and establishing agreements with host nation resources is important for establishing freedom of action. Through negotiation and agreements, Army forces can reduce the military sustainment footprint and resources to focus on higher priority operations requiring greater military sustainment involvement. Host nation support agreements may include pre-positioning of supplies and equipment, OCONUS training programs, and humanitarian and civil assistance programs. These agreements are designed to enhance the development and cooperative solidarity of the host nation and provide infrastructure compensation should deployment of forces to the target country be required.

See p. 6-34 for further discussion.

## III. Endurance

Endurance refers to the ability to employ combat power anywhere for protracted periods (ADRP 3-0). Endurance stems from the ability to maintain, protect, and sustain forces, regardless of how far away they are deployed, how austere the environment, or how long land power is required.

**Distribution.** Distribution is key for endurance. Endurance is enabled by an Army distribution system (referred to as theater distribution) that provides forces with a continuous flow of sustainment. The distribution system is a complex of facilities, installations, methods, and procedures designed to receive, store, maintain, distribute, and control the flow of military resources between point of receipt into the military system and point of issue to using activities and units (refer to ATTP 4-0.1). An important aspect of distribution is intransit visibility.

See p. 6-34 for further discussion.

# Basing

Ref: ADRP 4-0, Sustainment (Jul '12), pp. 3-9 to 3-10.

Basing directly enables and extends operational reach, and involves the provision of sustainable facilities and protected locations from which units can conduct operations. Army forces typically rely on a mix of bases and/or base camps to deploy and employ combat power to operational depth. Options for basing range from permanent basing in CONUS to permanent or contingency (non-permanent) basing OCONUS. A base camp is an evolving military facility that supports military operations of a deployed unit and provides the necessary support and services for sustained operations.

Bases or base camps may be joint or single service and will routinely support both U.S. and multinational forces, as well as interagency partners, operating anywhere along the range of military operations. Commanders often designate a single commander as the base or base camp commander that is responsible for protection, terrain management, and day-to-day operations of the base or base camp. This allows other units to focus on their primary function. Units located within the base or base camp are under the tactical control of the base or base camp commander for base security and defense.

Within large echelon support areas, controlling commanders may designate base clusters for mutual protection and mission command. Within a support area, a designated unit such as a brigade combat team or maneuver enhancement brigade provides area security, terrain management, movement control, mobility support, clearance of fires, and required tactical combat forces.

## 1. Intermediate Staging Bases

An intermediate staging base (ISB) is a tailorable, temporary location used for staging forces, sustainment and/or extraction into and out of an operational area (JP 3-35). While not a requirement in all situations, the intermediate staging base may provide a secure, high-throughput facility when circumstances warrant. The commander may use an ISB as a temporary staging area en route to a joint operation, as a long-term secure forward support base, and/or secure staging areas for redeploying units, and noncombatant evacuation operations.

An intermediate staging base is task organized to perform staging, support, and distribution functions as specified or implied by the CCDR and the theater Army operations order. The intermediate staging base task organization is dependent on the operational situation and the factors of METT-TC. It may provide life support to staging forces in transit to operations or serve as a support base supporting the theater distribution plan.

As a support base, an intermediate staging base may serve as a transportation node that allows the switch from strategic to intratheater modes of transportation. Whenever possible an intermediate staging base takes advantage of existing capabilities, serving as a transfer point from commercial carriers to a range of tactical intratheater transport means that may serve smaller, more austere ports. Army forces may use an intermediate staging base in conjunction with other joint force elements to pre-position selected sustainment capabilities.

## 2. Forward Operating Bases

Forward operating bases extend and maintain the operational reach by providing secure locations from which to conduct and sustain operations. They not only enable extending operations in time and space; they also contribute to the overall endurance of the force. Forward operating bases allow forward deployed forces to reduce operational risk, maintain momentum, and avoid culmination.

Forward operating bases are generally located adjacent to a distribution hub. This facilitates movement into and out of the operational area while providing a secure location through which to distribute personnel, equipment, and supplies.

## II. Freedom of Action

Freedom of action enables commanders with the will to act, to achieve operational initiative and control, and maintain operational tempo. Enabling freedom of action requires that the sustainment commanders synchronize the sustainment plan with the operation plan to ensure supported commanders can operate freely and unencumbered due to limited resources. Sustainment commanders can enable freedom of action through preparing and putting in place sustainment activities.

### A. Sustainment Preparation

Preparation for the sustainment of operations consists of activities performed by units to improve their ability to execute an operation. Preparation includes but is not limited to plan refinement, rehearsals, information collection, coordination, inspections, and movements. For sustainment to be effective, several actions and activities are performed across the levels of war to properly prepare forces for operations.

*See facing page for further discussion to include negotiations and agreements, and sustainment preparation of the battlefield.*

### B. Sustainment Execution

Execution is putting a plan into action by applying combat power to accomplish the mission (ADP 5-0). It focuses on actions to seize, retain, and exploit the initiative.

Sustainment determines the depth and duration of Army operations. It is essential to retaining and exploiting the initiative and it provides the support necessary to maintain operations until mission accomplishment. Failure to provide sustainment could cause a pause or culmination of an operation resulting in the loss of the initiative. It is essential that sustainment planners and operation planners work closely to synchronize all of the war fighting functions, in particular sustainment, to allow commanders the maximum freedom of action.

Sustainment plays a key role in enabling decisive action. For example, general engineering support provides construction support to protect key assets such as personnel, infrastructure, and bases. Horizontal and vertical construction enables assured mobility of transportation networks and survivability operations to alter or improve cover and concealment to ensure freedom of action, extend operational reach, and endurance of the force. Legal personnel supporting rule of law activities may find themselves working closely with host nation judicial, law enforcement, and corrections systems personnel.

*See page 6-23 for an overview of how sustainment supports decisive action tasks (offense, defense, stability and defense support to civil authorities)*

## III. Endurance

Endurance refers to the ability to employ combat power anywhere for protracted periods. Endurance stems from the ability to create, protect, and sustain a force, regardless of the distance from its base and the austerity of the environment (ADRP 3-0). Endurance involves anticipating requirements and continuity of integrated networks of interdependent sustainment organizations. Prolonged endurance is enabled by an effective distribution system and the ability to track sustainment from strategic to tactical level.

The sustainment principle continuity is paramount for ensuring endurance. Sustainment commanders must ensure the continuous link between strategic to tactical levels are maintained and free flowing. Commanders must be able to track sustainment in near real time and quickly make decisions resulting from changes to missions or operations.

*See following page (p. 6-36) for an overview of distribution (primary means of prolonging endurance).*

# Principles of Personnel Services

Ref: ADRP 4-0, Sustainment (Jul '12), pp. 1-4 to 1-5.

The principles of personnel services guide the functions for maintaining Soldier and Family support, establishing morale and welfare, funding the force, and enforcing the rules of law. In addition to the principles of sustainment, the following principles are unique to personnel services:

## Principles of Personnel Services

- 1. Synchronization**
- 2. Timeliness**
- 3. Stewardship**
- 4. Accuracy**
- 5. Consistency**

### 1. Synchronization

Synchronization is ensuring personnel services are effectively aligned with military actions in time, space, and purpose to produce maximum relative readiness and operational capabilities at a decisive place and time. It includes ensuring that personnel services are synchronized with the operations process: plan, prepare, execute, and assess.

### 2. Timeliness

Timeliness ensures decision makers have an access to relevant personnel services information and analysis that support current and future operations. It also supports a near real-time common operational picture across all echelons of support.

### 3. Stewardship

Stewardship is the careful and responsible management of resources entrusted to the government in order to execute responsible governance. Stewardship most closely relates to financial management operations. The Department of Defense (DOD) is entrusted by the American people as a steward of vital resources (funds, people, material, land, and facilities) provided to defend the nation (JP 1-06, Financial Management Support in Joint Operations). The Army operates under the mandate to use all available resources in the most effective and efficient means possible to support the CCDR. Good stewardship requires the availability of timely and accurate financial information to facilitate sound decision making and ensures that resources are used in compliance with existing statutory and regulatory guidance.

### 4. Accuracy

Accuracy of information impacts the decisions made by commanders and also Soldiers and their Families. For Soldiers, accurate information impacts their careers, retention, compensation, promotions, and general well being. For Family members, accuracy of information is critical for next of kin (NOK) notification. Personnel services providers must understand the dynamic nature of a system's architecture and the fact that data input at the lowest level has direct impact on decisions being made at the highest level.

### 5. Consistency

Consistency involves providing uniform and compatible guidance and support to forces across all levels of operations. Providers of personnel services must coordinate with the appropriate DOD organizations, governmental organizations and Services to ensure uniformity of support. For example, in financial management consistency is essential for making appropriate provisions for pay support and services, establishing banking and currency support, payment of travel entitlements and cash operations to support the procurement process (JP 1-06).

## (III. Elements of Sustainment)

# C. Health Service Support

Ref: ADRP 4-0, *Sustainment* (Jul '12). pp. 4-11 to 4-12.

Under the Army sustainment war fighting function, the health service support provides continual, flexible, and deployable medical support designed to sustain a force projection Army and its varied missions. The health service support mission includes— casualty care, medical evacuation, and medical logistics.

### A. Casualty Care

Casualty care encompasses all issues pertaining to the provision of clinical services for the treatment of Soldiers from the point of injury to successive roles of care. Casualty care includes the following sub-functions: organic and area medical support, hospitalization, the treatment aspects of dental care and behavioral health/neuropsychiatric treatment, clinical laboratory services, and treatment of chemical, biological, radiological, and nuclear patients.

#### 1. Organic and Area Medical Support

The medical treatment function encompasses Roles 1 and 2 medical treatment support. Role 1 medical treatment is provided by the combat medic or by the physician, the physician assistant, or the health care specialist in the battalion aid station/ Role 1 medical treatment facility. Role 2 medical care provides greater resuscitative capability than is available at Role 1 and is rendered by the medical company (brigade support battalion) or by the medical company (area support), which is an echelon above brigade asset. These roles of care are provided by organic assets or on an area support basis from supporting medical companies or detachments. The area support function encompasses emergency medical treatment, advanced trauma management, routine sick call, emergency dental care, preventive medicine, and combat and operational stress control support. See ATTP 4-02 for additional information on organic and area medical support and a full description of the roles of medical care.

#### 2. Hospitalization

The Army's hospitalization capability consists of Role 3 combat support hospitals purposely positioned to provide support in the area of operations. At Role 3, the combat support hospital expands the support provided at Role 2 and is staffed and equipped to provide care for all categories of patients, to include resuscitation, initial wound surgery, damage control surgery, and postoperative treatment. Hospitalization capabilities deploy as modules or multiple individual capabilities that provide incrementally increased medical services in a progressively more robust area of operations. The hospitalization capability in the area of operations offers essential care to either return the patient to duty (within the theater patient movement policy) and/or stabilization to ensure the patient can tolerate evacuation to a definitive care facility outside the area of operations (this support is key to early identification and treatment of mild traumatic brain injuries).

#### 3. Dental Care

Dental care provided as part of health service support includes far forward dental treatment, treatment of oral and dental disease, and early treatment of severe oral and maxillofacial injuries. Dental personnel may also be used to augment medical personnel (as necessary) during mass casualty operations.

# Protection Warfighting Function

Ref: ADP 3-37, *Protection* (Aug '12) and ADRP 3-0, *Operations* (Nov '16), p. 5-7.

Commanders and staffs synchronize, integrate, and organize capabilities and resources throughout the operations process to preserve combat power and the freedom of action and to mitigate the effects of threats and hazards. Protection safeguards the force, personnel (combatants and noncombatants), systems, and physical assets of the United States and unified action partners. Survivability refers to the capacity, fitness, or tendency to remain alive or in existence. For the military, survivability is about much more than mere survival—it is also about remaining effective. Military forces are composed of personnel and physical assets, each having their own inherent survivability qualities or capabilities that permit them to avoid or withstand hostile actions or environmental conditions while retaining the ability to fulfill their primary mission. These inherent qualities or capabilities are affected by various factors (dispersion, redundancy, morale, leadership, discipline, mobility, situational understanding, terrain and weather conditions) and can be enhanced by tasks within the protection warfighting function.

## I. The Protection Warfighting Function

The protection warfighting function is the related tasks and systems that preserve the force so the commander can apply maximum combat power to accomplish the mission. Preserving the force includes protecting personnel (combatants and non-combatants) and physical assets of the United States and unified action partners, including the host nation. The protection warfighting function enables the commander to maintain the force's integrity and combat power. Protection determines the degree to which potential threats can disrupt operations and then counters or mitigates those threats. Protection is a continuing activity; it integrates all protection capabilities to safeguard bases, secure routes, and protect forces. Protection activities ensure maintenance of the critical asset list and defended asset list.

The protection warfighting function includes the following tasks:

- Conduct survivability operations.
- Provide force health protection.
- Conduct chemical, biological, radiological, and nuclear operations.
- Provide explosive ordnance disposal support.
- Coordinate air and missile defense.
- Conduct personnel recovery.
- Conduct detention operations.
- Conduct risk management.
- Implement physical security procedures.
- Apply antiterrorism measures.
- Conduct police operations.
- Conduct populace and resource control.

In addition to the principles of protection described in ADRP 3-37, commanders consider the following when performing protection warfighting function tasks:

- Security of forces and means enhances force protection by identifying and reducing friendly vulnerability to hostile acts, influence, or surprise.
- Physical security measures, like any defensive measures, should be overlapping and deployed in depth.

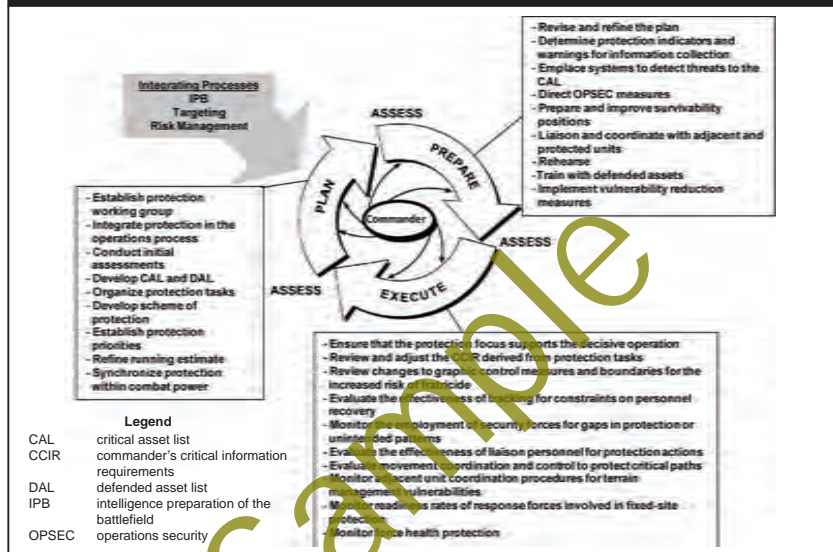


## IV. Protection Integration in the Operations Process

Ref: ADP 3-37, Protection (Aug '12), pp. 3 to 7.

Protection is integrated throughout the operations process to provide a synchronization of efforts and an integration of capabilities. The protection warfighting function tasks are incorporated into the process in a layered and redundant approach to complement and reinforce actions to achieve force protection.

### Protection within the Operations Process



Ref: ADRP 3-37, Protection, introductory fig. 1, p. vi.

### A. Plan (pp. 7-25 to 7-38)

Planning is the first step toward effective protection. Commanders consider the most likely threats and hazards and decide which personnel, physical assets, and information to protect. They set protection priorities for each phase or critical event of an operation. The military decisionmaking process and troop leading procedures provide a deliberate process to develop and examine information for use in the various continuing activities and integrating processes that comprise the operations process. Effective protection schemes and risk decisions are developed based on information that flows from mission analysis, allowing a thorough understanding of the environment (operational and mission variables). The integrating processes provide a context to identify and analyze threats and hazards, to develop a situational understanding of the operational environment, and to develop a scheme of protection. Staffs assess threats, hazards, criticality, vulnerability, and capability to help commanders determine protection priorities, task organizations, and protection task integration.

Commanders and staffs apply protection considerations in relation to the mission and the operational environment throughout the operations process. They discern hazards that are preventable and divide threats into those that may be deterred and those that may require the application of security or defensive measures to achieve protection. Commanders provide risk guidance, critical information requirements, essential elements of friendly

information, and asset or capability criticality to help focus staffs and subordinate leaders. Commanders direct staffs to conduct the necessary tasks to protect the force, secure the area, and mitigate the effects of current and potential threats and hazards.

The keys to protection planning are identifying the threats and hazards, assessing the threats and hazards to determine the risks, developing preventive measures, and integrating protection tasks into a comprehensive scheme of protection that includes mitigating measures. The warfighting functions are synchronized throughout the operations process to assist in the development of an enduring scheme of protection. The critical asset list and the defended asset are developed and revised during this process.

During planning, the protection cell/working group—

- Establishes a protection working group
- Conducts initial assessments
- Develops a critical asset list and a defended asset list
- Integrates and layers protection tasks
- Develops a scheme of protection.
- Recommends protection priorities
- Refines the running estimate
- Synchronizes protection within the elements of combat power
- Identifies communication channels among key personnel within protection and leadership
- Develops and publishes personnel recovery guidance
- Establishes personnel recovery that is related to the commander's critical information requirements

## **B. Prepare** (pp. 7-39 to 7-42)

During the preparation phase, protection focuses on deterring and preventing the enemy or adversary from actions that would affect combat power and the freedom of action. The implementation of protection tasks with ongoing preparation activities assists in the prevention of negative effects. Commanders ensure the integration of protection warfighting function tasks and systems to safeguard bases/base camps, secure routes, and protect the force while it prepares for operations. Active defense measures assist in denying the initiative to the enemy or adversary, while the execution of passive defense measures prepares the force against the threat and hazard effects and speeds the mitigation of those effects.

Assessment occurs during preparation and includes activities required to maintain situational understanding; monitor and evaluate running estimates and tasks, methods of evaluation, and measures of performance; and identify variances for decision support. These assessments generally provide commanders with a composite estimate of preoperational force readiness or status in time to make adjustments.

Preparation includes increased application and emphasis on protection measures. During preparation, the protection cell/working group—

- Revises and refines the plan
- Determines protection indicators and warnings for information collection
- Employs systems to detect threats to the critical assets
- Directs operations security measures
- Prepares and improves survivability positions
- Conducts liaison and coordinates with adjacent and protected units
- Rehearses
- Trains with defended assets
- Reviews the personnel recovery readiness of subordinate units
- Establishes personnel recovery architecture
- Implements vulnerability reduction measures

# I. Protection Supporting Tasks

Ref: ADRP 3-37 (FM 3-37), Protection (Aug '12), chap. 1.

Commanders and staffs synchronize, integrate, and organize capabilities and resources throughout the operations process to preserve combat power and the freedom of action and to mitigate the effects of threats and hazards. Protection safeguards the force, personnel (combatants and noncombatants), systems, and physical assets of the United States and unified action partners. Survivability refers to the capacity, fitness, or tendency to remain alive or in existence. For the military, survivability is about much more than mere survival—it is also about remaining effective. Military forces are composed of personnel and physical assets, each having their own inherent survivability qualities or capabilities that permit them to avoid or withstand hostile actions or environmental conditions while retaining the ability to fulfill their primary mission. These inherent qualities or capabilities are affected by various factors (dispersion, redundancy, morale, leadership, discipline, mobility, situational understanding, terrain and weather conditions) and can be enhanced by tasks within the protection warfighting function.

## I. Supporting Tasks

Supporting task of the protection warfighting function include:

Protection Supporting Tasks	
<b>A</b> Conduct Operational Area Security	<b>H</b> Conduct Survivability Operations
<b>B</b> Employ Safety Techniques (including Fratricide Avoidance)	<b>I</b> Provide Force Health Protection
<b>C</b> Implement OPSEC	<b>J</b> Provide Explosive Ordnance Disposal (EOD) and Protection Support
<b>D</b> Provide Intelligence Support to Protection	<b>K</b> Conduct Chemical, Biological, Radiological, and Nuclear (CBRN) Operations
<b>E</b> Apply Antiterrorism Measures	<b>L</b> Coordinate Air and Missile Defense
<b>F</b> Implement Physical Security Procedures	<b>M</b> Conduct Personnel Recovery
<b>G</b> Conduct Law and Order	<b>N</b> Conduct Internment and Resettlement

Ref: ADRP 3-37 (FM 3-37), Protection (Aug '12), p. 1-3.

## A. Conduct Operational Area Security

The task of conducting operational area security is a form of security operations conducted to protect friendly forces, installations, routes, and actions within an area of operations. Forces engaged in operational area security protect the force, installation, route, area, or asset. Although vital to the success of military operations, operational area security is normally an economy-of-force mission, often designed to ensure the continued conduct of sustainment operations and to support decisive and shaping operations by generating and maintaining combat power.

Operational area security may be the predominant method of protecting support areas that are necessary to facilitate the positioning, employment, and protection of resources required to sustain, enable, and control forces. Operational area security is often an effective method of providing civil security and control during some stability operations. Forces engaged in operational area security can saturate an area or position on key terrain to provide protection through early warning, reconnaissance, or surveillance and to guard against unexpected enemy or adversary attack with an active response. This early warning, reconnaissance or surveillance may come from ground- and space-based sensors. Operational area security often focuses on named areas of interest in an effort to answer commander's critical information requirements, aiding in tactical decisionmaking and confirming or denying threat intentions. Forces engaged in operational area security are typically organized in a manner that emphasizes their mobility, lethality, and communications capabilities. The maneuver enhancement brigade and some military police units are specifically equipped and trained to conduct operational area security and may constitute the only available force during some phases of an operation. However, operational area security takes advantage of the local security measures performed by all units, regardless of their location in the area of operations.

All commanders apportion combat power and dedicate assets to protection tasks and systems based on an analysis of the operational environment, the likelihood of threat action, and the relative value of friendly resources and populations. Based on their assessments, joint force commanders may designate the Army to provide a joint security coordinator to be responsible for designated joint security areas. Although all resources have value, the mission variables of METT-TC make some resources, assets, or locations more significant to successful mission accomplishment from enemy or adversary and friendly perspectives. Commanders rely on the risk management process and other specific assessment methods to facilitate decisionmaking, issue guidance, and allocate resources. Criticality, vulnerability, and recoverability are some of the most significant considerations in determining protection priorities that become the subject of commander guidance and the focus of operational area security.

*See facing page for further discussion.*

## B. Employ Safety Techniques (Including Fratricide Avoidance)

Safety techniques are used to identify and assess hazards to the force and make recommendations on ways to prevent or mitigate the effects of those hazards. Commanders have the inherent responsibility to analyze the risks and implement control measures to mitigate them. All staffs understand and factor into their analysis how their execution recommendations could adversely affect Soldiers. Incorporating protection within the risk management integrating process is key. It ensures a thorough analysis of risks and implements controls to mitigate their effects. All commands develop and implement a command safety program that includes fratricide avoidance, occupational health, risk management, fire prevention and suppression, and accident prevention programs focused on minimizing safety risks.

## K. Conduct Chemical, Biological, Radiological, and Nuclear (CBRN) Operations

Ref: ADRP 3-37 (FM 3-37), Protection (Aug '12), pp. 1-11 to 1-12.

CBRN threats and hazards include WMD, improvised weapons and devices, and toxic industrial material. All of these can potentially cause mass casualties and large-scale destruction. Many state and nonstate actors (including terrorists and criminals) possess or have the capability to possess, develop, or proliferate WMD.

CBRN operations include the employment of tactical capabilities that counter the entire range of CBRN threats and hazards through—

- Weapons of mass destruction (WMD) proliferation prevention (security cooperation and partner activities and threat reduction cooperation)
- WMD counterforce (interdiction, offensive operations, and elimination)
- CBRN defense (active and passive defense)
- CBRN consequence management

CBRN operations support operational and strategic objectives to combat WMD and operate safely in a CBRN environment. They include—

- **Providing WMD security cooperation and partner activities support.** WMD security cooperation and partner activities improve or promote defense relationships and the capacity of allied and partner nations to execute or support other military mission areas to combat WMD through military-to-military contact, burden-sharing arrangements, combined military activities, and support to international activities.
- **Providing WMD threat reduction cooperation support.** WMD threat reduction cooperation activities are undertaken with the consent and cooperation of host nation authorities in a permissive environment to enhance physical security and to reduce, dismantle, redirect, and/or improve the protection of an existing state WMD program, stockpiles, and capabilities.
- **Conducting WMD interdiction operations.** WMD interdiction operations track, intercept, search, divert, seize, or otherwise stop the transit of WMD, WMD delivery systems, or WMD-related materials, technologies, and expertise.
- **Conducting WMD offensive operations.** WMD offensive operations disrupt, neutralize, or destroy a WMD threat before it can be used; or they deter the subsequent use of a WMD.
- **Conducting WMD elimination operations.** WMD elimination operations are conducted in a hostile or uncertain environment to systematically locate, characterize, secure, disable, or destroy WMD programs and related capabilities. Refer to ATTP 3-11.23 for more information.
- **Conducting CBRN active defense.** CBRN active defense includes measures to defeat an attack with CBRN weapons by employing actions to divert, neutralize, or destroy those weapons or their means of delivery while en route to their target.
- **Conducting CBRN passive defense.** CBRN passive defense includes measures taken to minimize or negate the vulnerability to, and effects of, CBRN incidents. This mission area focuses on maintaining force ability to continue military operations in a CBRN environment. Refer to FM 3-11.3 to 3-11.5.
- **Conducting CBRN consequence management operations.** CBRN consequence management consists of actions taken to plan, prepare, respond to, and recover from a CBRN incident that requires forces and resource allocation beyond passive defense capabilities. Refer to FM 3-11 and FM 3-11.21

Refer to FM 3-11 for additional information on CBRN operations.

## Initial Assessments (Protection)



**Threat and Hazard Assessment** (p. 7-28)



**Vulnerability Assessment** (p. 7-30)



**Criticality Assessment** (p. 7-30)



**Capability Assessment** (p. 7-31)

Ref: ADRP 3-37, *Protection*, chap. 2.

## II. Integrating Processes

The integrating processes of intelligence preparation of the battlefield, targeting, and risk management are essential in providing assessments or key information to assessments. They are a vital part of integrating protection within the other warfighting functions and throughout the operations process.

### Intelligence Preparation of the Battlefield (IPB)

The intelligence preparation of the battlefield is a systematic process of analyzing and visualizing the mission variables of threat, terrain, weather, and civil considerations in a specific area of interest and for a specific mission. By applying the intelligence preparation of the battlefield, commanders gain the information necessary to selectively apply and maximize operation effectiveness at critical points in time and space.

### Targeting

The targeting process integrates commander guidance and priorities to determine which targets to engage and how, when, and where to engage them in order to assign friendly capabilities to achieve the desired effect. The staff then assigns friendly capabilities that are best suited to produce the desired effect on each target. An important part of targeting is identifying possibilities for fratricide and collateral damage. Commanders establish control measures, including the consideration for restraint, that are necessary to minimize the chance of these events. The protection priorities must be integrated within the targeting process to achieve the desired effects while ensuring the preservation of combat power.

### Risk Management

Risk management is the process of identifying, assessing, and controlling risks that arise from operational factors and making decisions that balance risk cost with mission benefits. Threat, hazard, capability, vulnerability, and criticality assessments are utilized to evaluate the risk to the force, determine the critical assets, ascertain available resources, and apply security or defensive measures to achieve protection. Risk management helps commanders preserve lives and resources, avoid or mitigate unnecessary risk, identify and implement feasible and effective control measures where specific standards do not exist, and develop valid courses of action (COAs). Risk management integration during operations process activities is the primary responsibility of the unit protection officer or operations officer.

See fig. 2-1 on previous page for an overview of the risk management process.



## II. Protection Considerations (Execution)

Ref: ADRP 3-37 (FM 3-37), Protection (Aug '12), pp. 4-13 to 4-14.

The protection cell/working group monitors and evaluates several critical ongoing functions associated with the execution of operational actions or changes that impact protection cell proponents. The protection cell/working group—

- Ensures that the protection focus supports the decisive operation
- Reviews and adjusts the commander's critical information requirements derived from protection tasks
- Reviews changes to graphic control measures and boundaries for the increased risk of fratricide
- Evaluates the effectiveness of battle tracking for constraints on personnel recovery
- Monitors the employment of security forces for gaps in protection or unintended patterns
- Evaluates the effectiveness of liaison personnel for protection activities
- Evaluates movement coordination and control to protect critical paths
- Monitors adjacent unit coordination procedures for terrain management vulnerabilities
- Monitors readiness rates of response forces involved in fixed-site protection
- Monitors force health protection
- Coordinates with the U.S. Army Space and Missile Defense Command for issues regarding personnel recovery operations

Staff members are also particularly alert for reports and events that meet the commander's critical information requirements. Once a threat to a critical or defended asset is detected by monitoring and evaluating running estimates and MOEs for indicators and warnings, the protection cell alerts the unit responsible for protecting the asset or recommends additional protective action. Unit commanders respond to the assessment of the threat or deliberate warning and then execute contingency or response plans.

Events frequently occur that prompt commanders to reevaluate assessed threats and their vulnerabilities. The protection cell/working group determines—

- Where protection assets can best help mission accomplishment with acceptable risk
- If protection assets should be committed to the mission immediately or be held in reserve
- If assets should be moved due to a change in the DAL
- If the commander needs to request assistance and, if so, for what purpose

There may be a change in the rules of engagement or the political, civil, or environmental situation. A failure to understand and comply with established rules of engagement can result in fratricide, mission failure, or national embarrassment. Commanders and Soldiers must limit collateral damage and apply force precisely to accomplish the mission without causing the unnecessary loss of life, suffering, or damage to property and infrastructure. The unanticipated changes may not require immediate action. However, commanders must consider how changes relate to the mission as they mitigate the vulnerability to civilians and the environment. They must—

- Determine if immediate actions will minimize damage
- Decide if actions will affect mission accomplishment
- Determine if the staff balance requires protective actions
- Ensure overall mission accomplishment



# (AODS5) Index

## A

Acceptable Risk, 2-24  
Actions by Friendly Forces, 3-21  
ADA Brigade, 5-24  
Adaptability, 1-37  
Additional Tasks, 2-12  
Adversary, 1-6  
Air and Missile Defense, 7-22  
    *Employment*, 5-12  
Air Defense Artillery, 5-5  
Air Defense Planning, 5-30  
Airspace Control Measures, 2-36  
Alliance, 1-13  
All-Source Intelligence, 4-23  
Analyze, 4-22  
Antiterrorism (AT) Measures, 7-16  
Area of Influence, 1-58  
Area of Interest, 1-58  
Area of Operations, 1-58  
Area Reconnaissance, 4-9  
Army Airspace Command and Control (A2C2), 2-35  
Army Command & Support Relationships, 2-32  
Army Design Methodology (ADM), 1-22, 1-57  
Army Force Generation (ARFORGEN), 3-10  
Army Planning Methodologies, 1-57  
Army Prepositioned Stocks, 6-27  
Army Support, 3-6  
Army's Operational Concept, 1-25  
Art of Command 2-16  
Assess, 4-22  
Assess, 5-26  
Assured Mobility, 3-24  
Authority, 2-16

## B

Band Support, 6-50  
Basing, 1-28, 6-29  
Battles, 3-17

## C

Campaign Quality, 1-18  
Capability Assessment, 7-31  
Casualty Care, 6-51  
Center of Gravity, 1-26  
Chain of Command, 2-27  
Chemical, Biological, Radiological, and Nuclear (CBRN) Ops, 7-21  
Civil Considerations, 4-10  
Civilian Organizations, 1-10  
Classes of Supply, 6-41  
Close Combat, 1-19  
Close Support, 2-31  
Coalition, 1-13  
Collect, 4-18  
Combat Power, 1-61  
    *Elements*, 1-61  
    *Organizing*, 1-64  
Combatant Command (COCOM), 2-31  
Combatant Commands, 2-28  
Combined Arms, 1-46  
Command and Support Relationships, 2-27  
Command Posts, 2-34  
Command Presence, 2-24  
Command Relationships, 2-30, 2-32  
Commander Tasks, 2-8  
Commander's Guidance, 4-14  
Communication, 2-22  
Complementary Intelligence Capabilities, 4-24  
Consolidate Gains, 1-41  
Core Competencies, 1-33  
Counter mobility, 3-26  
Crisis Response, 1-15

Critical Assets Lists (CAL), 5-30, 7-32  
Criticality Assessment, 7-30  
Culmination, 1-31

## D

Decide, 5-26  
Decisionmaking, 2-17, 2-18  
Decisive Action, 1-33  
Decisive Points, 1-26  
Decisive-Shaping-Sustaining, 1-59, 5-14  
Deep, Close and Support Areas, 1-59, 5-14  
Defeat Mechanism, 1-22  
Defended Asset Development (CAL and DAL), 5-30, 7-32  
Defended Assets Lists (DAL), 5-30, 7-32  
Defense Support of Civil Authorities, 1-37, 3-6  
Defense, 3-2  
Defensive Tasks, 1-36  
Degrees of Control, 2-23  
Deliver Fires, 5-1  
Deliver, 5-26  
Deployment & Redeployment, 3-10  
Depth, 1-51  
Detect, 5-26  
Deterrence, 1-15  
Direct Support, 2-31  
Directive Authority for Logistics (DAFL), 6-8  
Disintegrate, 1-24  
Dislocate, 1-24  
Disseminate, 4-20  
Dissemination Methods and Techniques, 4-21  
Distribution, 6-35  
Dynamic Targeting, 5-26

---

## E

Effects on Enemy Forces, 3-20

Elements,

*of Combat Power, 1-39*  
*of Operational Art, 1-25*

End State and Conditions, 1-25

Endurance, 6-34

Enemy, 1-6

Engagements, 3-17

Engineer

*Disciplines, 3-33*

*Framework, 3-29*

*Lines of Support, 3-32*

*Planning, 3-30*

*Tasks, 3-28, 3-34*

Every Soldier is a Sensor (ES2) Program, 4-9

Executive Agent (EA), 6-7

Expeditionary Capability, 1-18

Explosive Ordnance Disposal (EOD) and Protection Support, 7-20

---

## F

Field Artillery, 5-5

*Employment, 5-13*

Field Services, 6-42

Financial Management, 5-46

Find, Fix, Finish, Exploit, Analyze and Disseminate (F3EAD), 5-26

Fires,

*Core Competencies, 5-5*

*Employment, 5-12*

*In Support of Unified Land Operations, 5-5, 5-9*

*In Support Decisive Operations, 5-10*

*In the Operational Framework, 5-14*

*In the Operations Process, 5-25*

*Joint Principles, 5-6*

*Organizations and Key Personnel, 5-15*

*Planning, 5-28*

*Principles and Characteristics, 5-7*

*Roles, 5-5*

*Warfighting Function, 5-1*

Fires Brigade (FIB), 5-22

Flexibility, 1-51

Force Health Protection, 7-19

Force Projection, 3-10

Force Tailoring, 1-42

Freedom of Action, 6-34

Friendly Force, 1-6

---

## G

General Engineering Support, 6-44

General Support, 2-31

Generating Forces, 6-8

Hazards, 7-26

Health Service Support, 6-4, 6-51

*Principles, 6-52*

---

## H

Homeland Defense, 1-35

Human Resources Support, 6-45

Hybrid Threat, 1-6

---

## I

Inform and Influence Activities, 2-9, 2-11

Information, 2-21

Information Management, 2-10

Information Protection, 2-12

Initial Assessments, 7-25

Integrating Processes, 7-25

Intelligence Reach, 4-19

Intelligence,

*Capabilities, 4-23*

*Characteristic, 4-12*

*Continuing Activities, 4-22*

*Disciplines, 4-24*

*Planning Considerations, 4-15*

*Process, 4-13*

*Purpose, 4-6*

*Support to Commanders and Decisionmakers, 4-7*

*Warfighting Function, 4-1*

*Warfighting Tasks, 4-11*

Intergovernmental and Interagency Coordination, 6-16

Internment and Resettlement, 7-24

Isolate, 1-24

---

## J

Joint Command & Support Relationships, 2-30

Joint Command for Logistics, 6-8

Joint Interdependence, 6-5

Joint Logistics, 6-20

Joint Operations, 1-12

Joint Task Forces, 2-28

Judgment, 2-19

---

## K

Knowledge Management, 2-10

---

## L

Land Operations, 1-16

Law and Order Operations, 7-18

Law of War, 1-47

Lead Service, 6-7

Leadership, 2-17

Legal Support, 6-48

Lessons-Learned Integration, 7-45

Limited Contingency Operations, 1-15

Lines of Effort, 1-27

Lines of Engineer Support 3-36

Lines of Operations, 1-27

Logistics, 6-1, 6-37

*Principles, 6-38*

---

## M

Main and Supporting Efforts, 1-59

Maintenance, 6-37

Major Operations, 1-15

Medical Evacuation, 6-54

Medical Logistics, 6-54

Military Deception, 2-12

Military Decisionmaking Process (MDMP), 1-57

Military Engagement, 1-10

Military Units and Echelons, 3-13  
Mission Command, 1-44  
*Philosophy of Command*, 2-13  
*Principles* 2-13  
*System*, 2-7  
*Warfighting Function*, 2-1  
*Warfighting Tasks*, 2-6  
Mission Orders, 2-15  
Mission Symbols, 3-22  
Mission Variables (METT-TC), 1-9  
Mobility and Countermobility, 3-23  
Movement & Maneuver Warfighting Function, 3-1  
Multi-Domain Battle, 1-42  
Multinational Operations, 1-13  
Multiple Dilemmas, 1-49  
Mutual Support, 1-42, 2-31

---

## N

Neutral, 1-6  
No-Strike List, 5-29

---

## O

Obstacle Planning, 3-28  
Offense, 3-2  
Offensive Tasks, 1-36  
Operating Forces, 6-12  
Operational Approach, 1-22  
Operational Area Security, 7-12  
Operational Art, 1-21  
Operational Concept, 1-33  
Operational Contract Support, 6-42  
Operational Control (OPCON), 2-31  
Operational Environment, 1-1  
Operational Framework 1-56  
Operational Reach, 1-31, 6-26  
Operational Variables (PMESII-PT), 1-4  
Operations, 1-1  
Operations Process, 1-53  
Operations Structure, 1-53

OPSEC, 7-16  
Organizing Combat Power, 1-64

---

## P

Personnel Recovery, 7-23  
Personnel Services, 6-1, 6-45  
*Principles*, 6-47  
Phasing, 1-30  
Physical Security Procedures, 7-17  
Plan and Direct, 4-16  
Principles of Joint Operations, 1-21  
Processing, Exploitation, and Dissemination (PED), 4-24  
Produce, 4-18  
Protection Cell and Working Group 7-34, 7-39  
Protection,  
*In Execution*, 7-43  
*In Preparation*, 7-39  
*In the Operations Process*, 7-6  
*In Support of Unified Land Operations*, 7-10, 7-43  
*In Assessment*, 7-45  
*Role*, 7-2  
*Planning*, 7-25  
*Priorities*, 7-31  
*Supporting Tasks*, 7-11  
*Warfighting Function*, 7-1  
Prudent Risk, 2-15

---

## R

Range of Military Operations (ROMO), 1-14  
Readiness Through Training, 1-20  
Reconnaissance, 4-8  
Reconnaissance in Force, 4-9  
Reconnaissance Objective, 4-9  
Religious Support, 6-48  
Requirements Management, 4-17  
Restricted Target List, 5-29  
Risk Management Process, 7-25

Risk, 1-32, 2-19  
Route Reconnaissance, 4-8  
Rules of Engagement, 1-47, 1-22

---

## S

Safety Techniques (Including Fratricide Avoidance), 7-12  
Scheme of Protection, 7-33  
Science and Art of Tactics, 3-18  
Science of Control, 2-20  
Security, 1-48  
Security Cooperation, 1-11  
Seize, Retain, and Exploit the Initiative, 1-40  
Service Components 2-28  
Simultaneity, 1-34, 1-50  
Single-Source Intelligence, 4-24  
Social Understanding, 4-10  
Special Operations, 3-8  
Special Warfare, 3-8  
Stability Operations, 3-4  
Stability Mechanism, 1-24  
Stability Tasks, 1-37, 1-43  
Staff Tasks, 2-10  
Strategic Context, 1-6  
Structure, 2-23  
Supply, 6-40  
Support Relationships, 2-31, 2-33  
Supporting Efforts, 1-59  
Surgical Strike, 3-8  
Surveillance, 4-8  
Survivability Operations, 7-19  
Sustainment,  
*Army Responsibilities*, 6-7  
*Execution*, 6-34  
*In Multinational Operations* 6-17  
*Mission Command of*, 6-25  
*Of Unified Land Operations*, 6-5  
*Of Decisive Action*, 6-21  
*Planning*, 6-24  
*Preparation*, 6-34  
*Warfighting Function*, 6-1  
Synchronization, 1-51

---

## T

Tactical Control (TACON),  
2-31  
Tactical Doctrinal Taxonomy,  
3-19  
Tactical Echelons, 3-11  
Tactical Enabling Tasks, 3-2  
Tactical Level of War, 3-2,  
3-17  
Tactical Mission Tasks, 3-17,  
3-18  
Targeting (D3A), 5-4, 5-25  
Task Organization, 2-29  
Task-Organization, 1-64  
Tasks and Systems Integra-  
tion, 7-24  
Tempo, 1-29  
Tenets of Unified Land Op-  
erations, 1-50  
Terrain and Weather, 4-6  
Theater Closing, 6-28  
Theater Opening, 6-28  
Threats and Hazards, 1-6,  
4-6, 7-26  
Threat and Hazard Assess-  
ment, 7-28  
Title 10 Sustainment Re-  
quirements, 6-7  
Training, 1-20  
Transitioning in Decisive Ac-  
tion, 1-34  
Transitions, 1-30  
Transportation Operations,  
6-37  
Troop Leading Procedures  
(TLP), 1-57

---

## U

Understanding, 2-18  
Unified Action, 1-9  
Unified Land Operations,  
1-33  
*Goal, 1-33*  
*Principles, 1-44*  
*Tenets, 1-50*  
*Unified Logic Chart, 1-5*

---

## V

Vulnerability Assessment,  
7-30

---

## W

Warfighting Functions, 1-18,  
1-23, 1-40  
Wide Area Security, 1-35

---

## Z

Zone Reconnaissance, 4-9



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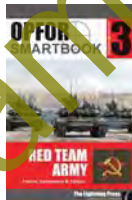
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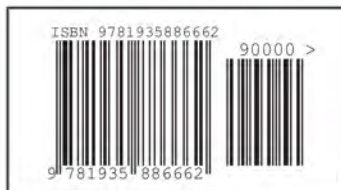
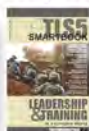


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