

US Army Doctrine Comprehensive Guide



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Recent Publications:

FM 5-0, The Operations Process
(March 2010)

FM 3-28, Civil Support Operations
(August 2010)



Upcoming Publications:

FM 3-0, Operations



Useful
References:

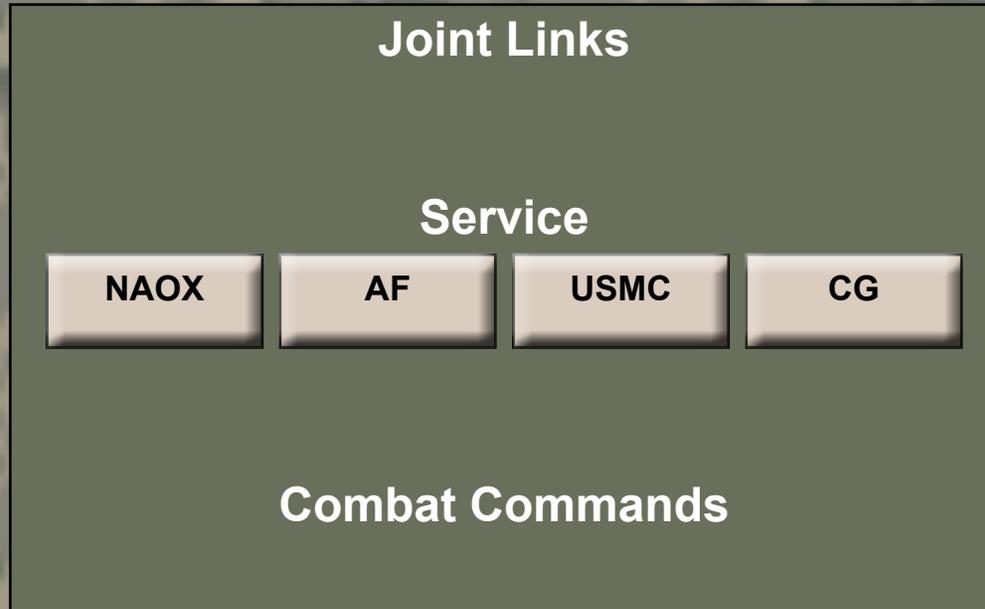




Major Concepts

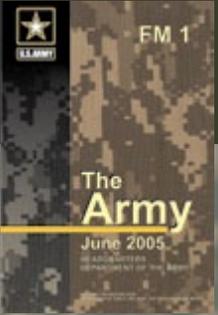


Joint



Slide under development

The Army



National Security Environment



National Military Strategy (Chairman, JCS)

- Protect the United States against external attacks and aggression
- Prevent conflict and surprise attack
- Prevail against adversaries

Armed Forces deter—and, if necessary, defeat—adversaries on land, in space, in the air and sea.

The **Army** is responsible for preparing the land forces necessary to effectively prosecute war.



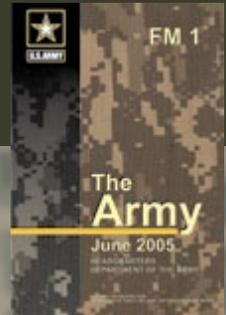
Army Operational Concept Fundamentals

- Combined arms
- Joint interdependence
- Full spectrum operations
- Mission command

Assessing Army capabilities (DOTMLPF):

- Doctrine
- Organization
- Training
- Materiel
- Leadership and Education
- Personnel
- Facilities

The Army (cont.)



Organization of the Army



Regular
Army

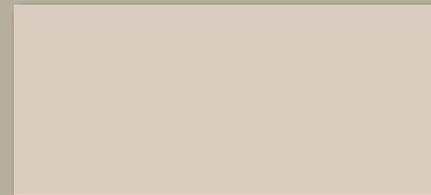
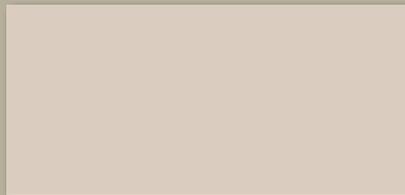
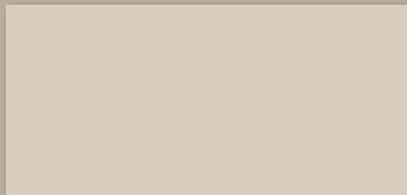


Army
National
Guard



Army
Reserve

Operating Force

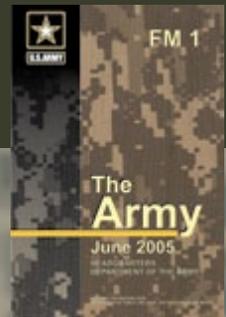


Generating Force

- Accessions
- Training
- Schools and Centers
- Doctrine development
- Human resource management
- Medical support and health sustainment

- Civil engineer and infrastructure support
- Acquisition and procurement activities
- Organic industrial facilities
- Laboratories and research centers
- Hospitals and clinics
- Corps of Engineers districts

Soldier Character



Soldiers Creed:

I am an American Soldier.
I am a Warrior and a member of
a team. I serve the people of the
United States and live the Army
Values.

Warrior Ethos:

- I will always place the mission first.
- I will never accept defeat.
- I will never quit.
- I will never leave a fallen comrade.

Army Values:

- Loyalty
- Duty
- Respect
- Selfless Service
- Honor
- Integrity
- Personal Courage

Theater Army and Theater Level Units

Theater Army | Army Service Component Commands (ASCC)

USARCENT **United States Army Central**
Fort McPherson, GA



USARCENT is the assigned Army Service Component Command (ASCC) to the United States Central Command (USCENTCOM) and provides continuous oversight and control of Army operations throughout the USCENTCOM Area of Responsibility (AOR).

USARSO **United States Army South**
Fort Sam Houston, TX



USARSO is the assigned Army Service Component Command (ASCC) to the United States Southern Command (USSOUTHCOM) and provides continuous oversight and control of Army operations throughout the USSOUTHCOM Area of Responsibility (AOR).

SDDC **Military Surface Deployment and Distribution Command**
Scott AFB, IL



SDDC is the assigned Army Service Component Command (ASCC) to the United States Transportation Command (USTRANSCOM).

USAREUR **United States Army Europe**
Heidelberg, Germany



USAREUR is the Army Service Component Command (ASCC) assigned to the United States European Command (USEUCOM) and provides continuous oversight and control of Army operations throughout the EUCOM Area of Responsibility (AOR).

USARPAC **United States Army Pacific**
Fort Shafter, HI



USARPAC is the assigned Army Service Component Command (ASCC) to the United States Pacific Command (USPACOM) and provides continuous oversight and control of Army operations throughout the USPACOM Area of Responsibility (AOR) less the Korean Peninsula.

USASMDC/ARSTRAT **U.S. Army Space and Missile Defense Command/Army Forces Strategic Command**
Huntsville, AL



The assigned Army Service Component Command (ASCC) to the United States Strategic Command (USSTRATCOM) and provides continuous oversight, control, integration, and coordination of Army forces supporting USSTRATCOM.

USARNORTH **United States Army North**
Fort Sam Houston, TX



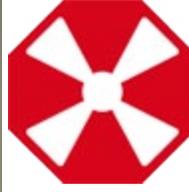
USARNORTH is the assigned Army Service Component Command (ASCC) to the United States Northern Command (USNORTHCOM) and provides continuous oversight and control of Army operations throughout the USNORTHCOM Area of Responsibility (AOR).

USASOC **United States Army Special Operations Command**
Fort Bragg, N.C.



USASOC is the assigned Army Service Component Command (ASCC) to the United States Special Operations Command (USSOCOM).

EUSA **Eighth Army**
Yong Son, Korea



The assigned Army Service Component Command (ASCC) to the United States Forces Korea (USFK) and will provide continuous oversight and control of Army operations throughout the USFK Area of Responsibility (AOR).

Theater Level Units

| | | | | | | | | | | |
|----|----|-------|---|----|-------|----|-----|----|----|-----|
| X | ++ | + | + | + | + | ++ | + | ++ | ++ | ++ |
| IO | | AAMDC | ⚡ | CA | CBRNE | ⌌ | ESC | MP | ⚡ | TSC |

Corps and Division

Corps

FM 3-92

Corps
Operations

Division

FM 71-100

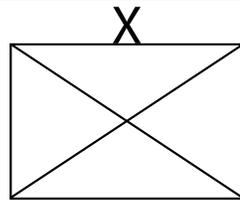
Division
Operations

Active Divisions _____

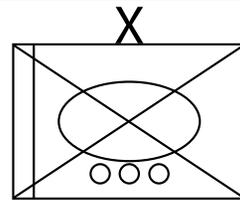
_____ National Guard Divisions _____

Functional and Multifunctional Brigades

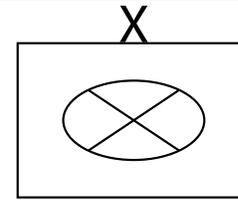
Brigade Combat Teams



Infantry BCT

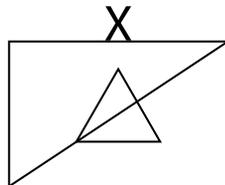


Stryker BCT

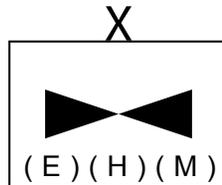


Heavy BCT

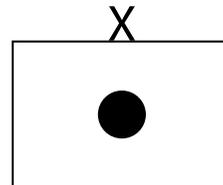
Support Brigades



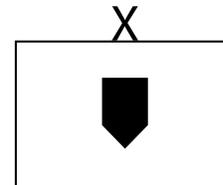
Battlefield Surveillance



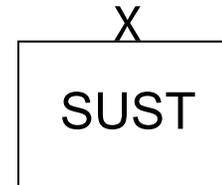
Aviation



Fires

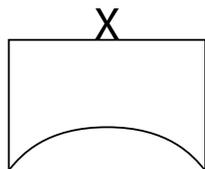


Maneuver Enhancement

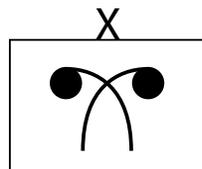


Sustainment

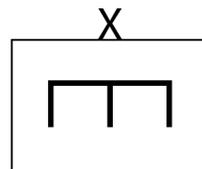
Functional Brigades



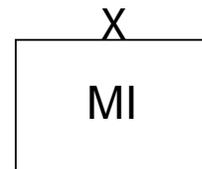
Air Defense



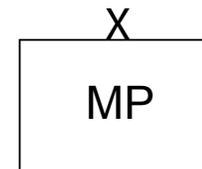
Chemical, Biological,
Radiological, and Nuclear



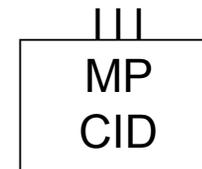
Engineer



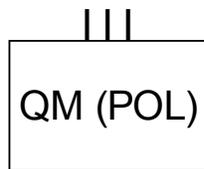
Military Intelligence



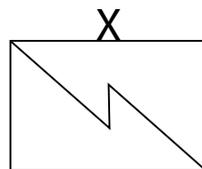
Military Police



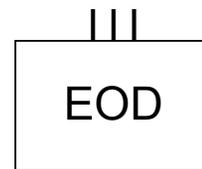
Military Police/Criminal
Investigation Division



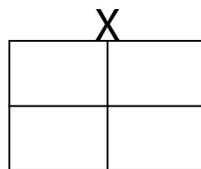
Quartermaster



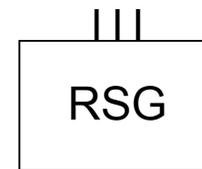
Signal



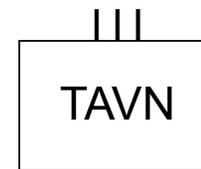
Explosive
Ordnance Disposal



Medical

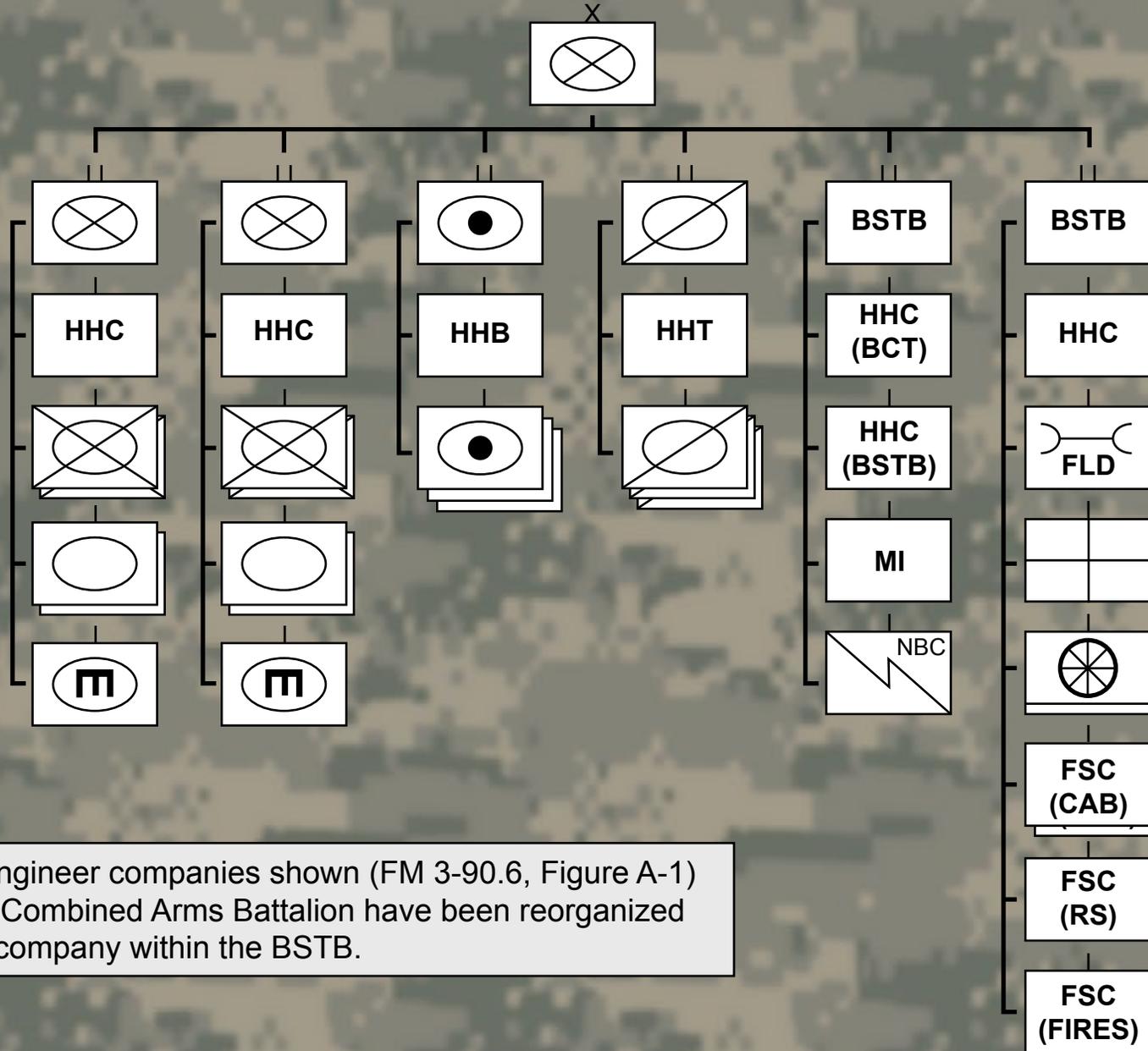


Regional Support
Group



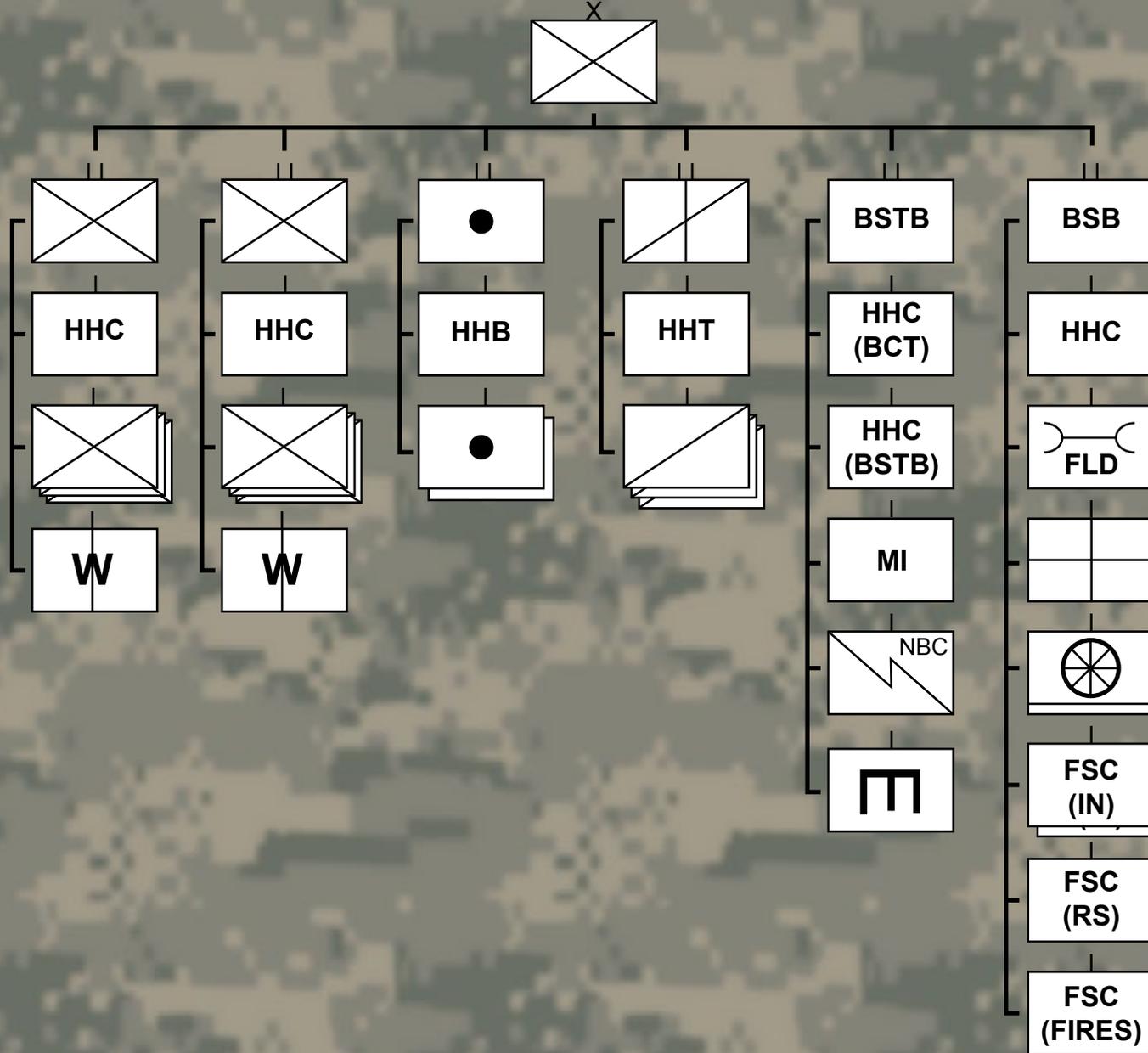
Theater Aviation
Group

Heavy Brigade Combat Team (HBCT)



Note: Engineer companies shown (FM 3-90.6, Figure A-1) in each Combined Arms Battalion have been reorganized as one company within the BSTB.

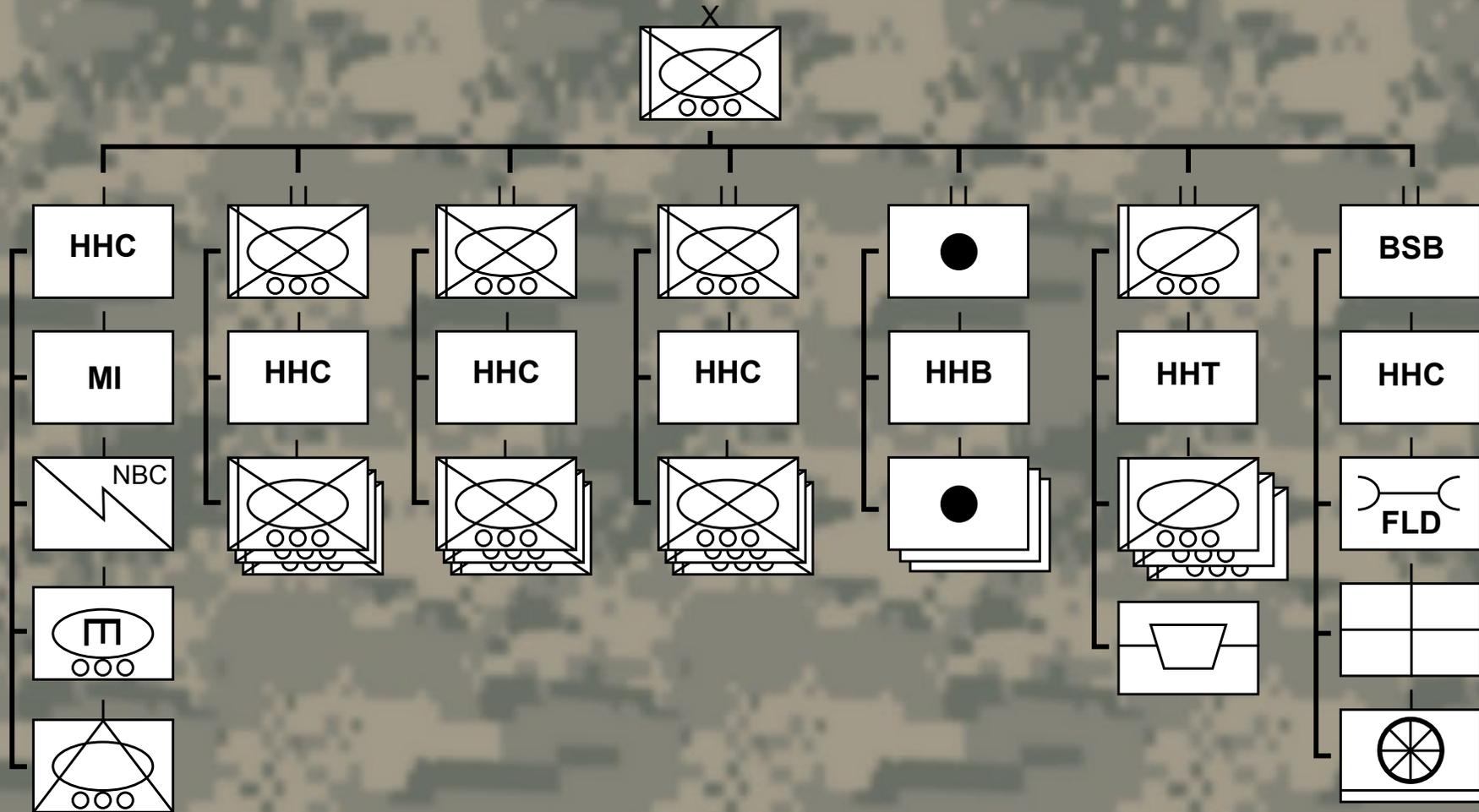
Infantry Brigade Combat Team (IBCT)



FM 3-90.6, The Brigade
Combat Team, Aug 06, p. A-4

FM 3-0, Operations, Feb 08,
Modified Figure C-6, p. C-7

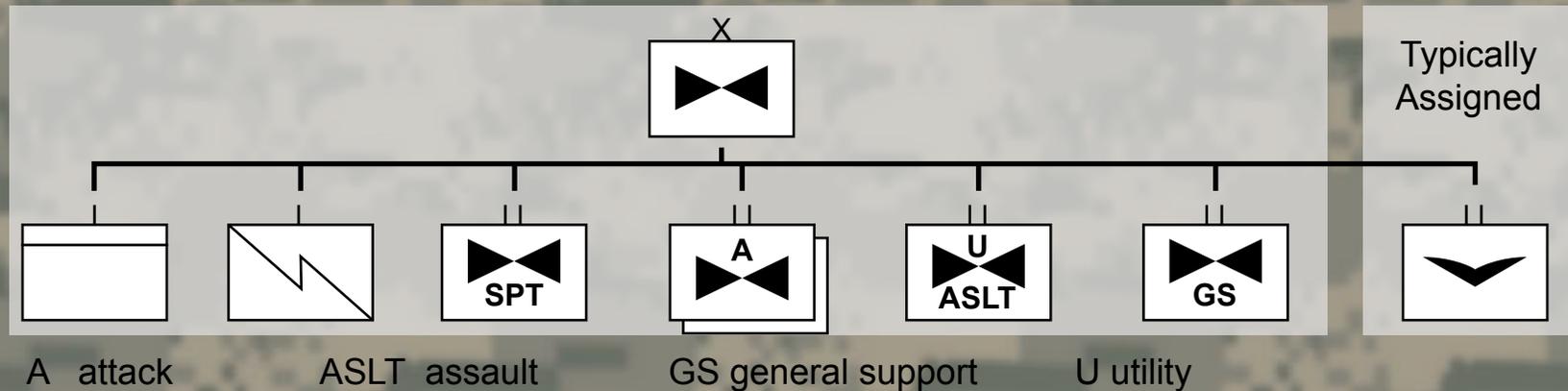
Stryker Brigade Combat Team (SBCT)



FM 3-90.6, The Brigade Combat Team, Aug 06, pp. A-7 to A-9

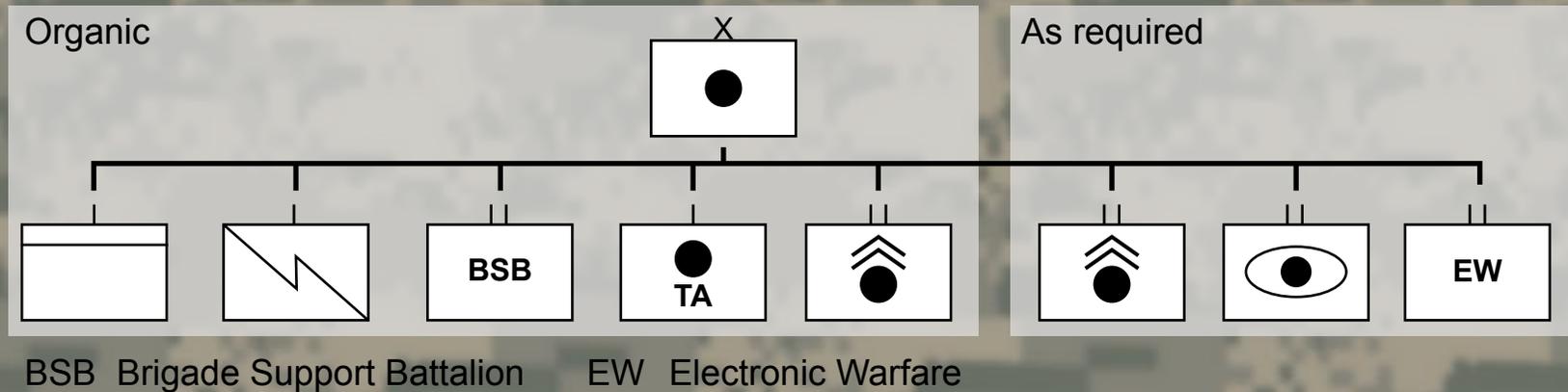
FM 3-0, Operations, Feb 08, Modified Figure C-7, p. C-7

Combat Aviation Brigade (CAB)



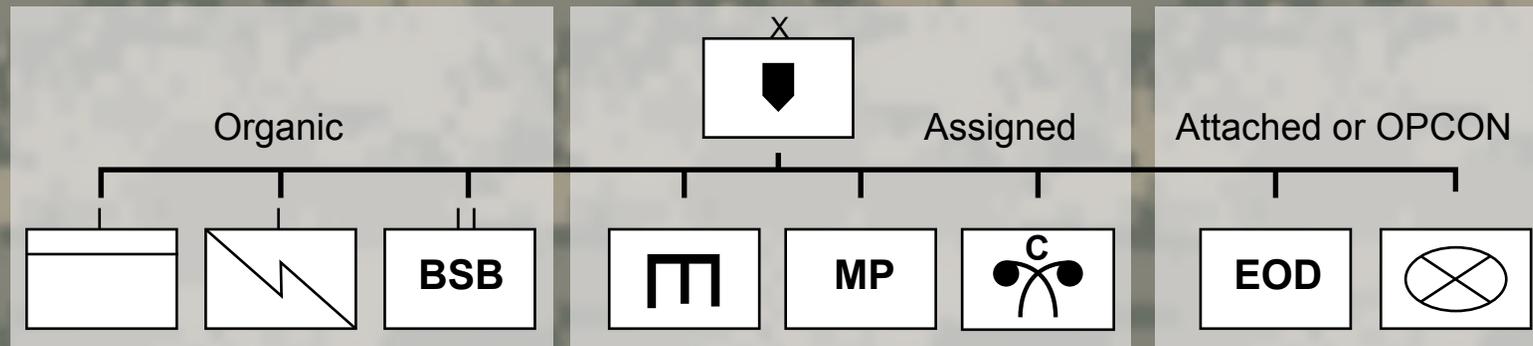
- CABs support the operations of a joint force land component, corps, division, or a supported BCT.
- Containing both manned and unmanned systems, the CAB is tailorable to the mission and can support multiple BCTs.
- The CAB may be configured as heavy, medium, or light in accordance with the numbers and types of assigned aircraft.
- The CAB typically conducts the following missions: reconnaissance, security, attack, air assault, air movement, command and control (C2) support, aeromedical evacuation, personnel recovery, and downed aircraft recovery.

Fires Brigade



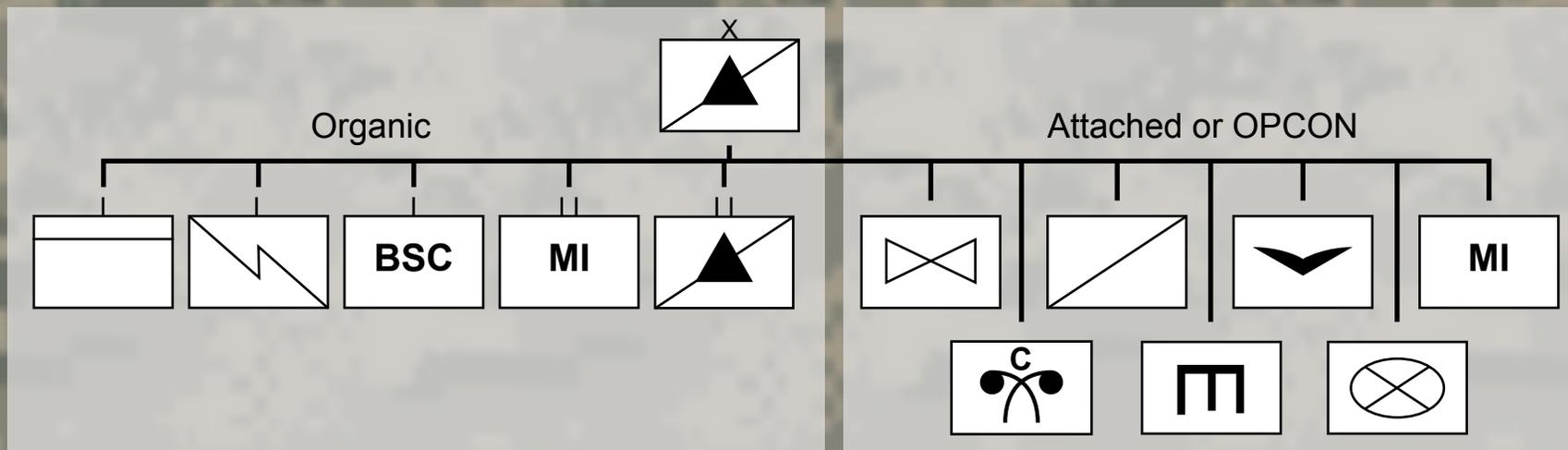
- Fires brigades are normally assigned, attached, or OPCON to a division. However, they may be OPCON to a task force, land component command, or other Service.
- Fires brigade organic assets include a multiple launch rocket system battalion, headquarters battery, and target acquisition (TA) battery.
- Fires brigades perform the following tasks:
 - Conduct strike operations.
 - Support BCTs and other brigades.
 - Conduct joint missions separate from the division.
 - Conduct fire support missions for the division and brigades.

Maneuver Enhancement Brigade (MEB)



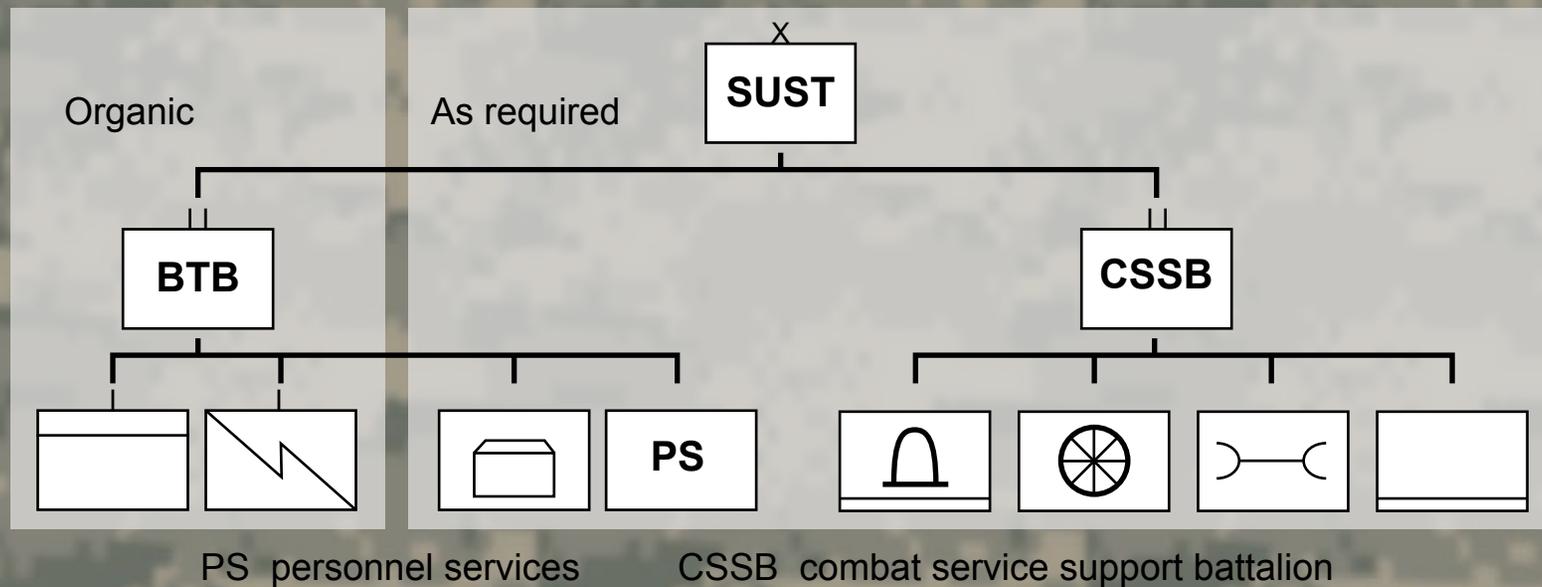
- The MEB commands and controls forces that provide protection and other support to the force.
- These brigades are designed to control: engineers; military police; chemical, biological, radiological, and nuclear (CBRN); civil affairs, air and missile defense (AMD); explosive ordnance disposal (EOD); and a tactical combat force (TCF).
- Typical missions include: area security operations; construct, maintain, and sustain lines of communications; provide mobility and countermobility support; vertical, runway, and road construction; CBRN defense; limited offensive and defensive tasks; some stability tasks, and consequence management operations.
- The MEB is not designed to screen, guard, or cover.

Battlefield Surveillance Brigade (BFSB)



- The BFSB conducts intelligence, surveillance, and reconnaissance (ISR) operations.
- The network company (signal) provides a communications backbone.
- The brigade support company (BSC) provides sustainment.
- The military intelligence battalion provides unmanned aircraft systems, signals intelligence, human intelligence, and counterintelligence capabilities.
- The reconnaissance and surveillance battalion provides reconnaissance and surveillance capabilities, including mounted scout platoons and mobile long-range surveillance teams.

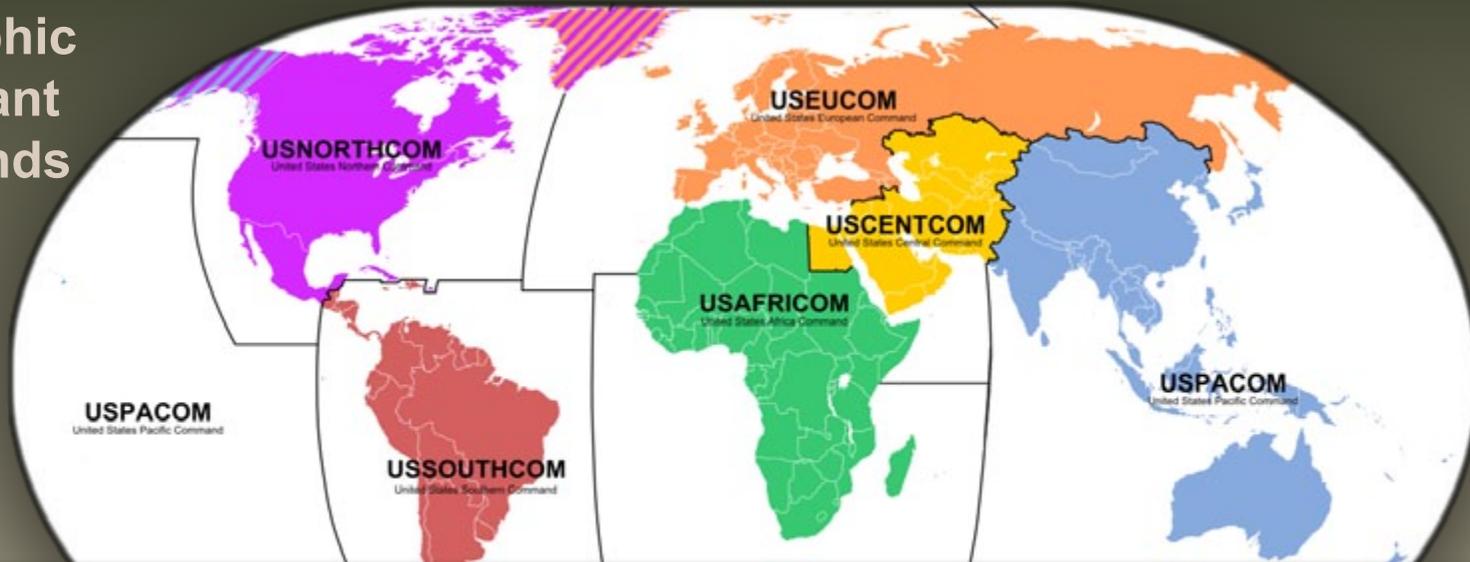
Sustainment Brigade



- Sustainment brigades normally have a command relationship with a theater sustainment command and provide general or direct support to divisions and brigades.
- The higher headquarters usually reinforces the sustainment brigade with several different modular sustainment elements as required.
- A sustainment brigade's only organic unit is its brigade troops battalion (BTB). This battalion provides command and control for assigned and attached personnel and units. It directs sustainment operations for the brigade headquarters.

Combatant Commands

Geographic Combatant Commands



USAFRICOM



USCENTCOM



USNORTHCOM



USSOUTHCOM



USEUCOM



USPACOM

Functional Combatant Commands



JFCOM



SOCOM



TRANSCOM



STRATCOM



CYBERCOM

Generating Force Organizations

| | Title 10 Functions |
|--|--|
| Secretary of the Army (SECARMY) | Resource Managing |
| Army Commands (ACOMS) | |
| • Training and Doctrine Command (TRADOC) | Organizing, Training |
| • U.S. Army Materiel Command (USAMC) | Supplying, Maintaining |
| • U.S. Army Forces Command (FORSCOM) | |
| Direct Reporting Units | |
| • U.S. Army Network Enterprise Technology Command (NETCOM) | |
| • U.S. Army Medical Command (MEDCOM) | Servicing |
| • U.S. Army Intelligence and Security Command (INSCOM) | |
| • U.S. Army Criminal Investigation Command (CIDC) | |
| • U.S. Army Corps of Engineers (USACE) | Construction Engineering |
| • U.S. Army Military District of Washington (MDW) | |
| • U.S. Army Testing and Evaluation Command (ATEC) | Equipping |
| • U.S. Military Academy (USMA) | |
| • U.S. Army Reserve Command (USARC) | Mobilizing & Demobilizing |
| • U.S. Army Accessions Command (USAAC) | Recruiting |
| • US. Army Acquisition Support Center (ACQ SPT CTR) | |
| • U.S. Army Installation Management Command (IMCOM) | Mobilizing & Demobilizing, Administering |
| Other | |
| • Human Resources Command (HRC) | Servicing |
| • Combined Arms Center (CAC) | Training |
| • National Guard Bureau (NGB) | Mobilizing & Demobilizing |
| • Army and Air Force Exchange System (AAFES) | Administering |
| • Morale, Welfare, and Recreation Command | Administering |

Continuum of Operations

Operational Themes

Limited Intervention

- Noncombatant Evacuation Operations (NEO)
- Strike
- Raid
- Show of Force
- Foreign Humanitarian Assistance (FHA)
- Consequence Management
- Sanction Enforcement
- Elimination of Weapons of Mass Destruction

Peacetime Military Engagement

- Multinational Training Event and Exercise
- Security Assistance
- Joint Combined Exchange Training
- Recovery Operations
- Arms Control
- Counterdrug Activities

Unstable Peace

Stable Peace

Spectrum of Conflict

Insurgency

General War

Peace Operations

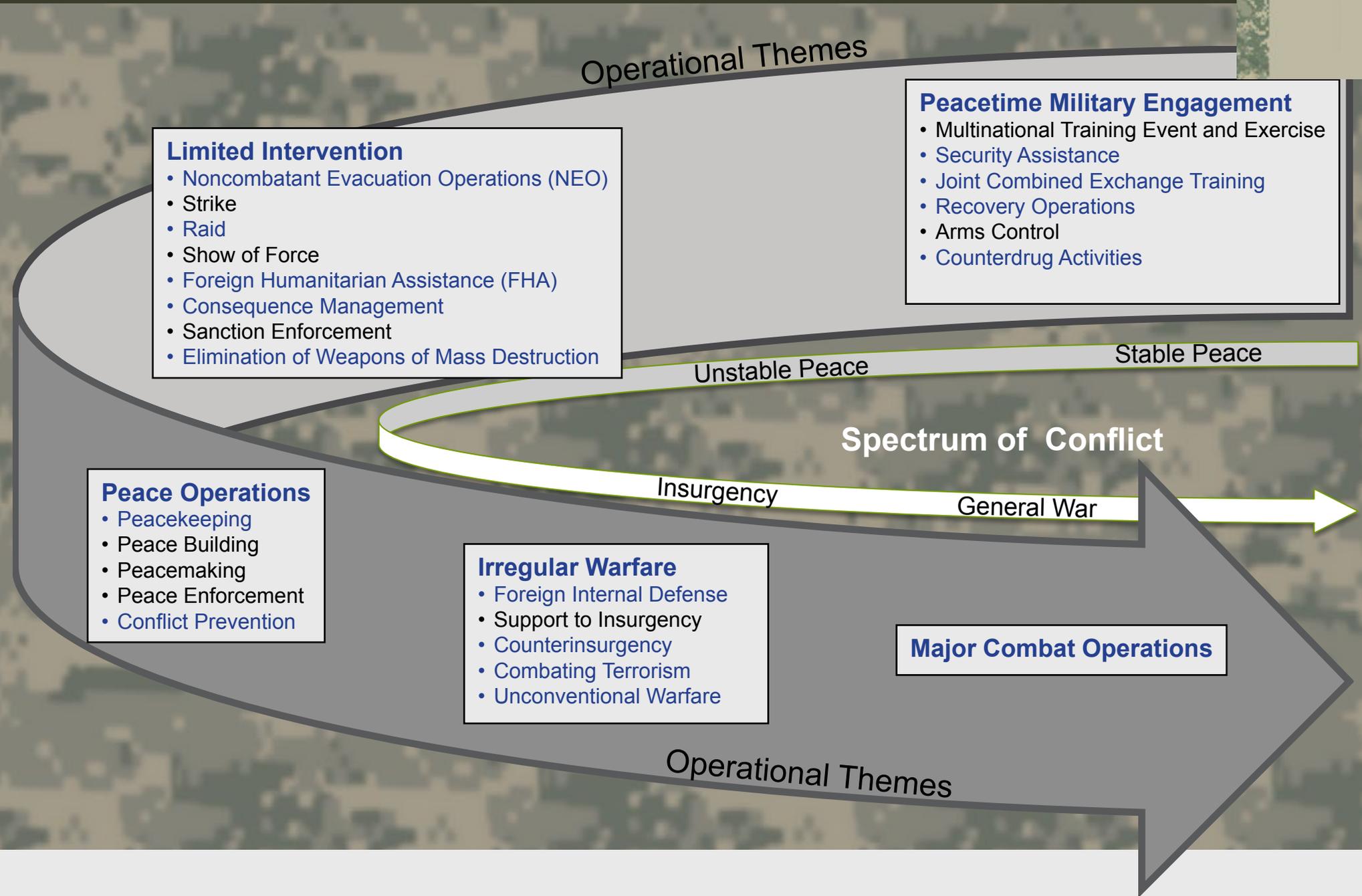
- Peacekeeping
- Peace Building
- Peacemaking
- Peace Enforcement
- Conflict Prevention

Irregular Warfare

- Foreign Internal Defense
- Support to Insurgency
- Counterinsurgency
- Combating Terrorism
- Unconventional Warfare

Major Combat Operations

Operational Themes



Full Spectrum Operations

Army Operational Concept

Army forces combine offensive, defensive, and stability or civil support operations simultaneously as part of an interdependent Joint force to seize, retain, and exploit the initiative, accepting prudent risk to create opportunities to achieve decisive results. They employ synchronized action – lethal and nonlethal – proportional to the mission, and informed by a thorough understanding of all dimensions of the operational environment. Mission command that conveys intent and an appreciation of all aspects of the situation guides the adaptive use of Army forces.

Offense (FM 3-90)

- Movement to contact
- Attack
- Exploitation
- Pursuit

Defense (FM 3-90)

- Mobile defense
- Area defense
- Retrograde operations

Stability (FM 3-07)

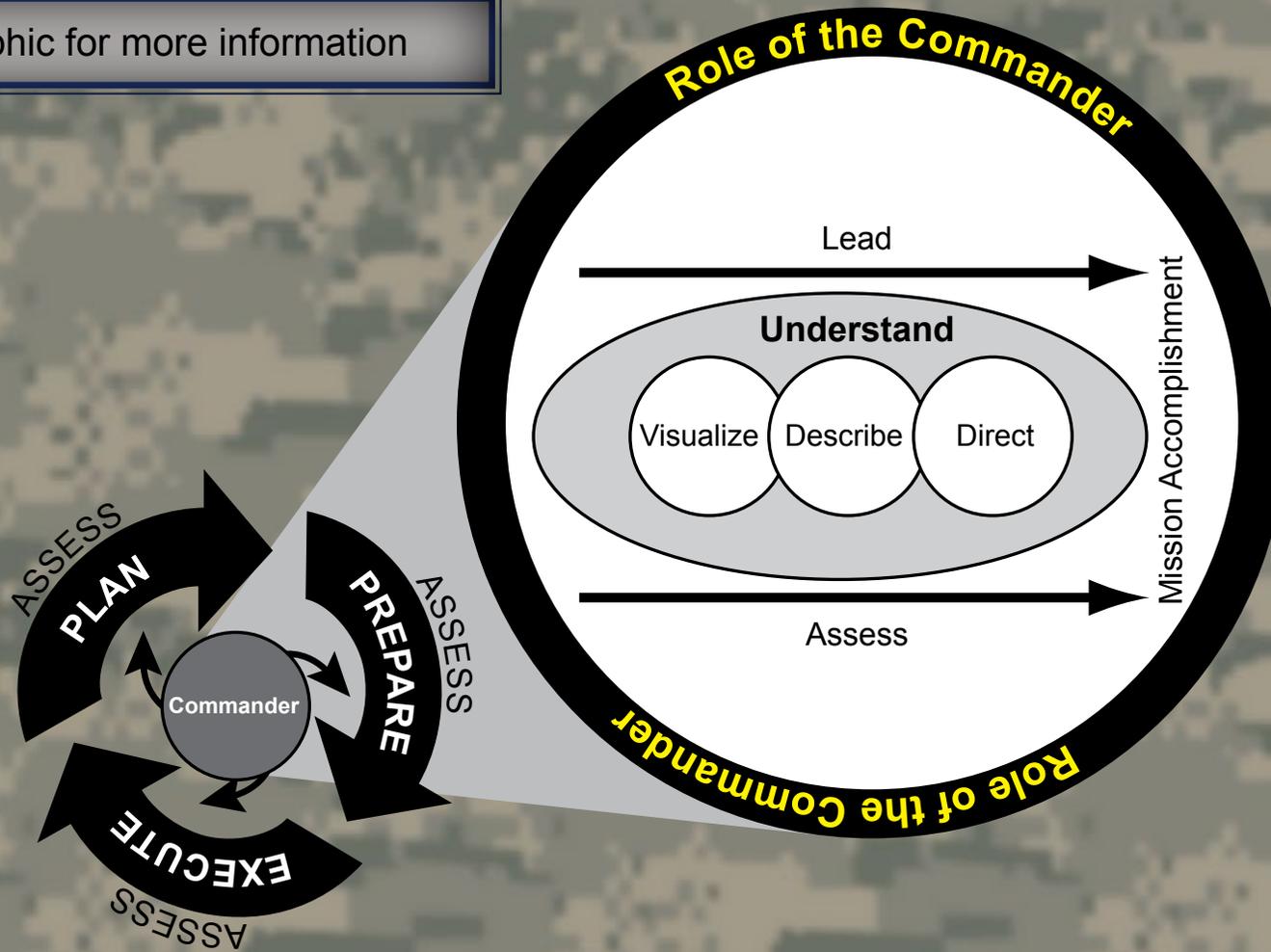
- Civil security
- Civil control
- Restore essential services
- Support to governance
- Support to economic and infrastructure development

Civil Support (FM 3-28)

- Provide support in response to disaster or terrorist attack
- Support CBRNE consequence management
- Provide support during a pandemic
- Support civil law enforcement
- Provide other support as required

The Operations Process

Click on graphic for more information



The Operations Process (cont.)

FM 5-0

The
OPERATIONS
Process

Throughout the **operations process**, commanders and staffs synchronize the warfighting functions in accordance with the commander's intent and concept of operations. Commanders and staffs use several **integrating processes** and **continuing activities** to do this. A **running estimate** assesses the current situation to determine if the current operation is proceeding according to the commander's intent and if future operations are supportable.

Integrating Processes:

- Intelligence preparation of the battlefield (See [FM 2-01.3](#))
- Targeting (See [FM 6-20-10](#) / [FM 3-60](#))
- ISR synchronization
- Composit risk management
- Knowledge management

Continuing Activities:

- Intelligence, surveillance, and reconnaissance
- Security operations
- Protection
- Liaison and coordination
- Terrain management
- Information management
- Airspace command and control (See [FM 3-52](#))

Running Estimates:

- Facts
- Assumptions
- Friendly force status
- Enemy activities and capabilities
- Civil considerations
- Conclusions and recommendations

Understand the Problem / OE

The Operational Environment (OE)

A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander.

Role of CDR

Tools to Understand the OE & Frame the Environment:

Operation Variables (PMESII-PT)

- Political
- Military
- Economic
- Social
- Information
- Infrastructure
- Physical Environment
- Time

Mission Variables (METT-TC)

- Mission
 - Enemy
 - Traditional
 - Irregular
 - Catastrophic
 - Disruptive
 - Terrain and Weather (**OAKOC**)
 - Observation and Fields of Fire
 - Avenues of Approach
 - Key and Decisive Terrain
 - Obstacles
 - Cover and Concealment
 - Troops and Support
 - Time Available
 - Civil Considerations (**ASCOPE**)
 - Areas
 - Structures
 - Capabilities
 - Organizations
 - People
 - Events
- Enemy
 - Adversary
 - Supporter
 - Neutral

Visualize

Commander's Visualization is the mental process of developing situational understanding, determining a desired end state, and envisioning the broad sequence of events to achieve that end state.

Role of CDR

Commanders use the following to shape their visualization:

- Common operational picture (COP)
- Mission variables (METT-TC)
- Principles of War
- Elements of Operational Design
- Running estimates
- Experience and judgment

Common Operational Picture (COP)

Situation Awareness Control Measures

Principles of War

- Objective
- Offensive
- Mass
- Economy of Force
- Maneuver
- Unity of Command
- Security
- Surprise
- Simplicity

Additional from JP 3-0:

- Perseverance
- Legitimacy
- Restraint

Elements of Operational Design:

- End state and conditions
- Center of gravity
- Decisive point and objectives
- Lines of operations and lines of effort
- Culminating point
- Operational reach
- Tempo
- Simultaneity and depth
- Phasing and transitions
- Culmination
- Risk

Describe

Commanders **describe** their visualization in terms of:

- Initial commander's intent
- Planning guidance
- Design concept
- Initial concept of operations
- Commander's critical information requirements (CCIR)
- Essential elements of friendly information (EEFI)

A green circular icon with a black border and a gear-like pattern around the edge. The text "Role of CDR" is written in white inside the circle.

Role of CDR

Design Concept (Text and graphics)

- Problem statement
- Initial commander's intent
- Commander's initial planning guidance
- Mission narrative

Initial Concept of Operations

- Decisive operations
- Shaping operations
- Sustaining operations
- Main effort

Commander's Critical Information Requirements (CCIR)

- Friendly Forces Information Requirements (FFIR)
- Priority Intelligence Requirements (PIR)

Direct

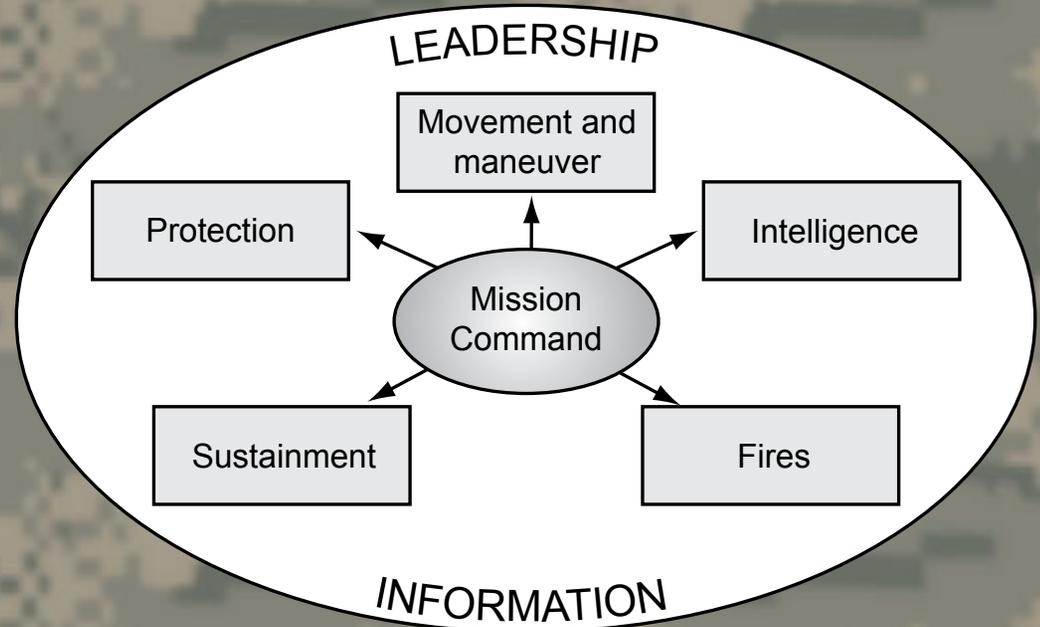
Commanders **direct** combined arms operations through:

- Plans and mission orders (including branches and sequels)
- Commander's intent
- Concept of operations
- Task organizing
- Force tailoring
- Control measures
- Allocation of combat power into decisive, shaping, and sustaining operations
- Allocating resources and determining support priorities

Role of CDR

COMBAT POWER

The eight elements of combat power include the six warfighting functions—movement and maneuver, intelligence, fires, sustainment, mission command, and protection—multiplied by leadership and complemented by information.



Click on graphic for more information

Sustainment References

Logistics

- FM 3-05.140 Army Special Operations Forces Logistics
- FM 4-0 Sustainment
- FM 4-02.1 Army Medical Logistics
- FM 4-90.7 Stryker Brigade Combat Team Logistics
- FM 4-94 Theater Sustainment Command
- FMI 4-93.2 The Sustainment Brigade
- FMI 4-93.41 Army Field Support Brigade Tactics, Techniques, and Procedures

Supply

- FM 4-20.07 Quartermaster Force Provider Company
- FM 4-20.41 Aerial Delivery Distribution in the Theater of Operations
- FM 4-20.64 Mortuary Affairs Operations
- FM 4-20.65 Identification of Deceased Personnel
- FM 10-1 Quartermaster Principles
- FM 10-15 Basic Doctrine Manual for Supply and Storage
- FM 10-27.4 Organizational Supply and Services for Unit Leaders
- FM 10-27 General Supply in Theater Operations
- FM 10-52.1 Water Supply Point Equipment and Operations
- FM 10-52 Water Supply in Theaters of Operations
- FM 10-67.1 Concepts and Equipment of Petroleum Operations
- FM 10-67.2 Petroleum Laboratory Testing and Operations
- FM 10-67 Petroleum Supply in Theater of Operations
- FM 10-115 Quartermaster Water Units
- FM 10-602 Headquarters and Headquarters Units, Petroleum and Water Distribution Organization
- FM 42-414 Tactics, Techniques, and Procedures for Quartermaster Field Service Company, Direct Support
- FM 100-10.1 Theater Distribution

Field Services

Aerial Delivery

- (50 documents)

Clothingn Lght Textile Repair

- FM 10-1 Quartermaster Principles
- FM 10-16 General Fabric Repair

Food Preparation

- FM 4-02.56 Army Medical Field Feeding Operations
- FM 4-25.12 Unit Field Sanitation Team
- FM 10-1 Quartermaster Principles
- FM 10-23.2 Tactics, Techniques, and Procedures for Garrison Food Preparation and Class I Operations Management
- FM 10-23 Basic Doctrine for Army Field Feeding and Class I Operations Management

Mortuary Affairs

- FM 4-20.64 Mortuary Affairs Operations
- FM 4-20.65 Identificatn of Deceased Personnel

Shower and Laundry

- FM 10-1 Quartermaster Principles
- FM 10-115 Quartermaster Water Units
- FM 21-10 Field Hygiene and Santiation

Water Productn Distribution

- FM 10-52.1 Watter Supply Point Equipment and Operations
- FM 10-52 Water Supply in Theaters of Operations

Maintenance

- FM 4-30.1 Munitions Distribution in the Theater of Operations
- FM 4-30.3 Maintenance Operations and Procedures
- FM 4-30.13 Ammunition Handbook: Tactics, Techniques, and Procedures for Munitions Handlers
- FM 4-30.31 Recovery and Battle Dammage Assessment and Repair
- FM 9-207 Operations and Maintenance of Ordnance Materiel in Cold Weather

Transportation

- FM 4-01.30 Movement Control
- FM 4-01.41 Army Rail Operations
- FM 4-01.45 Multi-service TTPs for Tactical Convoy Operations
- FM 4-01.502 Army Watercraft Safety
- FM 55-1 Transportation Operations
- FM 55-30 Amry Motor Transport Units and Opeations (INCL C1)
- FM 55-50 Army Water Transport Operations (INCL C-1)
- FM 55-60 Army Terminal Operations
- FM 55-80 Army Container Operations
- FM 55-450-2 Army Helicopter Internal Load Operations
- FM 55-501 Marine Crewman's Handbook

Distribution

- FM 4-01.30 Movement Control
- FM 4-01.41 Army Rail Operations
- FM 4-01.45 Multi-Service Tactics, Techniques, and Procedures for Tactical Convoy Operations
- FM 4-01.502 Army Watercraft Safety
- FM 38-700 Packing of Material Preservation
- FM 38-701 Packing of Material Packing
- FM 55-1 Transportation Operations
- FM 55-30 Army Motor Transport Units and Operations
- FM 55-50 Army Water Transport Operations
- FM 55-60 Army Terminal Operations
- FM 55-80 Army Container Operations
- FM 55-450-2 Army Helicopter Internal Load Operations
- FM 55-501 Marine Crewman's Handbook
- FM 100-10-1 Theater Distribution

Operational contract support

- FM 3-100.21 Contractors On The Battlefield
- FM 4-92 Contracting Support Brigade
- FMI 4-93.2 The Sustainment Brigade

Sustainment References (cont.)

General engineering support

- FM 3-34 Engineer Operations
- FM 3-34.400 General Engineering

Personnel Services

- ATTP 1-19 US Army Bands
- FM 1-0 Human Resources Support
- FM 1-01 Generating Force Support for Operations
- FM 1-04 Legal Support to the Operational Army
- FM 1-05 Religious Support
- FM 1-06 Financial Management Operations
- FM 1-20 Military History Operations
- FM 27-1 Legal Guide for Commanders
- FM 27-10 The Law of Land Warfare (Incl C-1)

Health Service Support

- FM 4-02 Force Health Protection in a Global Environment (INCL C1)
- FM 4-02.1 Army Medical Logistics
- FM 4-02.2 Medical Evacuations (INCL C1)
- FM 4-02.4 Medical Platoon Leader's Handbook Tactics, Techniques, and Procedures, INCL C-1
- FM 4-02.6 The Medical Company Tactis, Techniques, and Procedures, INCL C-1
- FM 4-02.7 Multiservice TTP for Health Service Support in a CBRN Environment
- FM 4-02.10 Theater Hospitalization
- FM 4-02.12 Army Health System Command and Control Organizations
- FM 4-02.17 Preventive Medicine Services
- FM 4-02.18 Veterinary Service TTPs
- FM 4-02.19 Dental Service Support Operations
- FM 4-02.21 Division and Brigade Surgeon's Handbook(digitized) TTPs
- FM 4-02.25 Employment of Forward Surgical Teams TTPs
- FM 4-02.43 Force Health Protection Support for Army Special Operations Forces
- FM 4-02.51 Combat and Operational Stress Control

- FM 4-02.283 Treatment of Nuclear and Radiological Casualties
- FM 4-02.285 Multiservice TTPs for Treatment of Chemical Agent Casualties and Conventional Military Chemical Injuries
- FM 4-25.11 First Aid (INCL C 1)
- FM 4-25.12 Unit Field Sanitation Team
- FM 4-30.3 Maintenance Operations and Procedures
- FM 4-30.13 Ammunition Handbook- TTPs for munitions handlers
- FM 8-34 Food Sanitation for the Supervisor
- FM 8-42 Combat Health Support in Stability Operations and Support Operations
- FM 8-50 Prevention and Medical Management of Laser Injuries
- FM 8-55 Planning for Health Service Support
- FM 8-250 Preventive Medicine Specialist, INCL C-1
- FM 8-284 Treatment of Biological Warfare Agen Casualties
- FM 21-10 Field Hygiene and Sanitation
- FM 4-02.56 Army Medical Field Feeding Operations
- FMI 4-02.46 Medical Support to Detainee Operations

Other sustainment related functions

- FM 3-39.40 Internment and Resettlement Operations
- FM 4-30.1 Munitions Distribution in the Theater of Operations
- FM 4-30.16 EOD Multiservice Procedures for EOD in a Joint Environment
- FM 4-30.31 Recovery and Battle Damage Assessment and Repair
- FM 9-207 Operations and Maintenance of Ordnance Materiel in Cold Weather

Explosive ordnance disposal

- FM 4-30.16 EOD Multi-Service Tactics, Techniques, and Procedures for Explosive Ordnance Disposal in a Joint Environment
- FM 4-30.51 Unexploded Ordnance (UXO) Procedures

Movement and Maneuver References

Echelon Manuals

- FM 100-15 Corps Operations
- FM 71-100 Division Operations
- FM 3-90.6 Brigade Combat Team
- FM 3-90.5 The Combined Arms Battalion (Incl C-1)
- FM 3-90.1 Tank and Mechanized Infantry Company Team
- FM 17-95 Cavalry Operations
- FM 3-21.20 The Infantry Battalion
- FM 3-04.111 Aviation Brigades
- FM 3-04.126 Attack Reconnaissance Helicopter Operations
- FM 3-16 The Army in Multinational Operations
- FM 3-20.15 Tank Platoon
- FM 3-20.96 Reconnaissance and Cavalry Squadron
- FM 3-20.98 Reconnaissance and Scout Platoon
- FM 3-20.151 The Mobile Gun System Platoon
- FM 3-20.971 Reconnaissance and Cavalry Troop
- FM 3-21.8 The Infantry Rifle Platoon and Squad
- FM 3-21.9 The SBCT Infantry Rifle Platoon and Squad
- FM 3-21.10 The Infantry Rifle Company
- FM 3-21.11 The SBCT Infantry Rifle Company
- FM 3-21.12 The Infantry Weapons Company
- FM 3-21.20 The Infantry Battalion
- FM 3-21.21 The Stryker Brigade Combat Team Infantry Battalion (Incl C-1)
- FM 3-21.91 Tactical Employment of Anti-Armor Platoons and Companies
- FM 3-21.94 The Stryker Brigade Combat Team Infantry Battalion Reconnaissance Platoon
- FM 7-92 The Infantry Reconnaissance Platoon and Squad (Airborne, Air Assault, Light Infantry)

Special Environments

- FM 90-3 Desert Operations
- FM 90-4 Air Assault Operations
- FM 90-5 Jungle Operations
- FM 90-26 Airborne Operations
- FM 100-30 Nuclear Operations

- FM 31-70 Basic Cold weather Manual
- FM 3-71 Northern Operations
- FM 3-21.38 PathFinder Operations
- FM 3-21.220 Static Line Parachuting Techniques and Training
- FM 3-11.50 Battlefield Obscuration

Urban Operations

- FM 3-06 Urban Operations
- FM 3-06.1 Aviation Urban Operations Multi-Service Tactics, Techniques, and Procedures for Aviation Urban Operations
- FM 3-06.11 Combined Arms Operations in Urban Terrain

Mountain Operations

- FM 3-97.6 Mountain Operations

Mobility/Counter mobility

- FM 5-102 Counter mobility
- FM 90-7 Combined Arms Obstacle Integration (Incl C-1)
- FM 3-90.119 Combined Arms IED Defeat Operations (Incl C-1)
- FM 3-90.12 Combined Arms Gap Crossing Operations
- FM 3-25.26 Map Reading and Land Navigation
- FM 21-18 Foot Marches

Special Operations Forces

- FM 3-05 Army Special Operations Forces
- FM 3-05.30 Psychological Operations
- FM 3-05.40 Civil Affairs Operations
- FM 3-05.50 Army Special Operations Forces Ranger Operations
- FM 3-05.60 Army Special Operations Forces Aviation Operations
- FM 3-05.210 Special Forces Air Operations
- FM 3-05.211 Special Forces Military Free Fall Operations
- FM 3-05.212 Special Forces Waterborne Operations
- FM 3-05.213 Special Forces Use of Pack Animals
- FM 3-05.222 Special Forces Sniper Training and Employment

Movement and Maneuver References (cont.)

Special Operations Forces (cont.)

- FM 3-05.230 Special Forces Tactical Facilities
- FM 3-05.231 Special Forces Personnel Recovery
- FM 3-05.301 Psychological Operations Process Tactics, Techniques and Procedures
- FM 3-05.302 Tactical Psychological Operations Tactics, Techniques and Procedures (Incl C-1)
- FM 3-05.401 Civil Affairs Tactics, Techniques and Procedures
- Weapon Specific
- FM 3-22.40 Multi-Service Tactics, Techniques and Procedures for the Tactical Employment of Nonlethal Weapons
- FM 3-55.6 Multi-Service Tactics, Techniques and Procedures for Joint Surveillance Target Attack Radar System
- FM 3-04.140 Helicopter Gunnery (Incl C-1)
- FM 3-04.155 Army Unmanned Aircraft System Operations
- FM 3-04.203 Fundamentals of Flight
- FM 3-04.21 Heavy Brigade Combat Team (HBCT) Gunnery
- FM 3-22.3 Stryker Gunnery
- FM 3-22.9 Rifle Marksmanship, M16/M4-Series Weapons
- FM 3-22.10 Sniper Training and Operations
- FM 3-22.27 MK-19, 40-MM Grenade Machine Gun,, MOD 3 (Incl C-1)
- FM 3-22.31 40-MM Grenade Launcher, M203 (Incl C-1)
- FM 3-22.32 Improved Target Acquisition System, M41
- FM 3-22.34 Tow Weapon System
- FM 3-22.37 Javelin – Close Combat Missile System, Medium
- FM 3-22.40 Multi-Service Tactics, Techniques and Procedures for the Tactical Employment of Nonlethal Weapons
- FM 3-22.65 Browning Machine Gun Caliber .50 HB, M2 (Incl C-1)
- FM 3-22.68 Crew Served Weapons
- FM 3-23.35 Combat Training with Pistols, M9 and M11 (Incl C-1 thru C-4)
- FM 3-25.150 Combatives

Operational Themes and Elements of Full Spectrum Operations (Continuum of Operations Slide)

- FM 3-07 Stability Operations
- FM 3-07.1 Security Force Assistance
- FM 3-07.10 Multi-Service Tactics, Techniques and Procedures for Advising Foreign Forces
- FM 3-07.31 Peace Operations Multi-Service Tactics, Techniques and Procedures for Conducting Peace Operations (w/ Change 1)
- FM 3-24 Counterinsurgency
- FM 3-24.2 Tactics in Counterinsurgency
- FM 3-05.131 Army Special Operations Forces Noncombatant Evacuation Operations
- FM 3-05.137 Army Special Operations Forces Foreign Internal Defense
- FM 3-05.202 Special Forces Foreign Internal Defense Operations

Protection References

- FM 3-37 Protection
- FM 3-39 Military Police Operations
- FM 3-90.40 Internment and Resettlement Operations
- FM 3-50.1 Army Personnel Recovery
- FM 3-50.3 Multi-service Procedures for Survival, Evasion and Recovery

Air and Missile Defense

- FM 3-01.94 Army Air and Missile Defense Command Operations
- FM 3-01 US Army Air and Missile Defense Operations
- FM 3-01.7 Air Defense Artillery Brigade Operations
- FM 3-01.11 Air Defense Artillery Reference Handbook
- FM 3-01.15 Multi-service Tactics, Techniques, and Procedures for an Integrated Air Defense System
- FM 3-01.16 TMD IBP Multi-service Tactics, Techniques, and Procedures for Theater Missile Defense Intelligence Preparation of the Battlespace
- FM 3-01.48 Divisional Air and Missile Defense Sentinel Platoon Operations
- FM 3-01.80 Visual Aircraft Recognition
- FM 3-01.85 Patriot Battalion and Battery Operations
- FM 3-01.86 Air Defense Artillery Patriot Brigade Gunnery Program (Incl C-1)
- FM 44-18 Air Defense Employment: Stinger (Incl C-1)
- FM 44-18-1 Stinger Team Operations
- FM 44-44 Avenger Platoon, Section, and Squad Operations
- FMI 3-01.50 Air Defense and Airspace Management Cell Operations (Incl C-1)
- FM 3-27.10 Army Ground-Based Midcourse Defense (GMD) Systems Operations

Personnel Recovery

- FM 3-50.1 Army Personnel Recovery

Information Protection

- FM 3-13 Information Operations: Doctrine, Tactics, Techniques and Procedures

Fratricide Avoidance

- FM 3-90 Tactics

Operational Area Security

- FM 3-90 Tactics

Survivability

- FM 5-103 Survivability

Force Health Protection

- FM 4-02.17 Preventive Medicine Services
- FM 4-02.18 Veterinary Service Tactics, Techniques and Procedures
- FM 4-02.19 Dental Service Support Operations
- FM 4-02.21 Division and Brigade Surgeons' Handbook (Digitized) Tactics, Techniques, and Procedures
- FM 4-02.25 Employment of Forward Surgical Teams Tactics, Techniques, and Procedures
- FM 4-02.43 Force Health Protection Support for Army Special Operations Forces

- FM 4-02.51 Combat and Operational Stress Control
- FM 6-22.5 Combat and Operational Stress Control Manual for Leaders and Soldiers

Explosive Ordnance Disposal

- FM 4-30.51 Unexploded Ordnance (UXO) Procedures
- FM 4-30.16 EOD Multi-service Procedures for Explosive Ordnance Disposal in a Joint Environment

Chemical, Biological, Radiological, Nuclear, High-Yield Explosives

- FM 3-11 Multi-Service Tactics, Techniques, and Procedures for Nuclear, Biological and Chemical Defense
- FM 3-11.3 Multiservice Tactics, Techniques, and Procedures for chemical, Biological, Radiological, and Nuclear Contamination Avoidance (Incl C-1)
- FM 3-11.4 Multi-service Tactics, Techniques, and Procedures for Nuclear, Biological, and Chemical (NBC) Protection (Incl C-1)
- FM 3-11.5 Multi-service Tactics, Techniques and Procedures for Chemical, Biological, Radiological, and Nuclear Decontamination
- FM 3-11.9 Potential Military Chemical/Biological, Agents and Compounds
- FM 3-11.11 Flame, Riot Control Agent, and Herbicide Operations

Protection References (cont.)

Chemical, Biological, Radiological, Nuclear, High-Yield Explosives (continued)

- FM 3-11.19 Multiservice Tactics, Techniques, and Procedures for Nuclear, Biological, and Chemical Reconnaissance with Change 1
- FM 3-11.20 Technical Escort Battalion Operations
- FM 3-11.21 Multi-service Tactics, Techniques and Procedures for Chemical, Biological, Radiological, and Nuclear Consequence Management Operations
- FM 3-11.22 Weapons of Mass Destruction – Civil Support Team Operations (Incl C-1)
- FM 3-11.34 Multi-service Tactics, Techniques, and Procedures for Installation CBRN Defense
- FM 3-11.86 Multi-Service Tactics, Techniques, and Procedures for Biological Surveillance
- FMI 3-90.10 Chemical, Biological, Radiological, Nuclear, and High Yield Explosives Operational Headquarters

Air Defense Artillery

- ATTP 3-01.87 Patriot Tactics, Techniques and Procedures
- FM 3-01 US Army Air and Missile Defense Operations
- FM 3-01.4 J-SEAD, Multiservice Tactics, Techniques, and Procedures (MTTP) for Joint Suppression of Enemy Air Defenses (U)
- FM 3-01.7 Air Defense Artillery Brigade Operations
- FM 3-01.11 Air Defense Artillery Reference Handbook
- FM 3-01.15 Multi-Service Tactics, Techniques, and Procedures for an Integrated Air Defense System
- FM 3-01.16 TMDIBP Multi-Service Tactics, Techniques, and Procedures for Theater Missile Defense Intelligence Preparation of the Battlespace
- FM 3-01.48 Divisional Air and Missile Defense Sentinel Platoon Operations
- FM 3-01.80 Visual Aircraft Recognition
- FM 3-01.85 Patriot Battalion and Battery Operations
- FM 3-01.86 Air Defense Artillery Patriot Brigade Gunnery Program (Incl C-1)
- FM 3-01.94 Army Air and Missile Defense Command Operations
- FM 44-18 Air Defense Employment: Stinger (Incl C-1)
- FM 44-18-1 Stinger Team Operations
- FM 44-44 Avenger Platoon, Section, and Squad Operations
- FMI 3-01.50 Air Defense and Airspace Management Cell Operations (Incl Chg 1)

Mission Command References

- FM 5-0 The Operations Process
- FM 6-0 Mission Command: Command and Control of Army Forces

Communications Techniques (Conduct Command Post Operations)

- FM 6-01.1 Knowledge Management Section
- FM 6-02.53 Tactical Radio Operations
- FM 6-02.73 Multi-service Tactics, Techniques, and Procedures for Internet Tactical Chat in Support of Operations
- FM 6-02.74 Multi-service Tactics, Techniques, and Procedures for the High Frequency Automatic Link Establishment (HF-ALE) Radios
- FM 6-02.90 Multi-service Tactics, Techniques, and Procedures for Ultra High Frequency Tactical Satellite and Demand Assigned Multiple Access Operations (UHF TACSAT/DAMA)
- FM 6-02.771 Multi-service Tactics, Techniques, and Procedures for Have Quick Radios

Signal

- FM 6-02.40 Visual Information Operations
- FM 6-02.43 Signal Soldier's Guide
- FM 6-02.70 Army Electromagnetic Spectrum Operations
- FM 6-02.71 Network Operations
- FM 6-02.72 Tactical Radios Multi-service Communications Procedures for Tactical Radios in a Joint Environment
- FM 6-03.05 Multi-service Tactics, Techniques, and Procedures for Conventional Forces and Special Operations Forces Integration and Interoperability
- FM 11-55 Mobile Subscriber Equipment (MSE) Operations
- FMI 6-02.45 Signal Support to Theater Operations
- FMI 6-02.60 Tactics, Techniques, and Procedures (TTPs) for the Joint Network Node-Network (JNN-N)

Public Affairs

- FM 3-61.1 Public Affairs, Tactics, Techniques and Procedures
- FM 46-1 Public Affairs Operations

Military Information Support Operations (MISO)

- FM 3-05.30 Psychological Operations
- FM 3-05.301 Psychological Operations Process Tactics, Techniques, and Procedures
- FM 3-05.302 Tactical Psychological Operations Tactics, Techniques, and Procedures (Incl C-1)

Civil Affairs

- FM 3-05.40 Civil Affairs Operations
- FM 3-05.401 Civil Affairs Tactics, Techniques and Procedures
- FM 3-28.1 Multi-service Tactics, Techniques, and Procedures for Civil Support (CS) Operations

Airspace Command and Control

- FM 3-52 Army Airspace Command and Control in a Combat Zone
- FM 3-52.1 Multi-service Tactics, Techniques, and Procedures for Airspace Control
- FM 3-52.2 Multi-service Tactics, Techniques, and Procedures for the Theater Air Ground System
- FM 3-52.3 Multi-service Tactics, Techniques, and Procedures for Joint Air Traffic Control

Space

- FM 3-14 Space in Support of Army Operations
- FM 3-14.5 Joint Tactical Ground Station (JTAGS) Operations

Fires References

Field Artillery

- FM 3-01.60 Counter-Rocket, Artillery, and Mortar Operations
- FM 3-09.12 Tactics, Techniques, and Procedures for Field Artillery Target Acquisition
- FM 3-09.15 Tactics, Techniques, and Procedures for Field Artillery Meteorology
- FM 3-09.21 Tactics, Techniques, and Procedures for the Field Artillery Battalion
- FM 3-09.22 Tactics, Techniques, and Procedures for Corps Artillery, Division Artillery, and Field Artillery Brigade Operations
- FM 3-09.31 Tactics, Techniques, and Procedures for Fire Support for the Combined Arms Commander
- FM 3-09.32 JFIRE Multi-Service Tactics, Techniques, and Procedures for the Joint Application of Firepower
- FM 3-09.34 Multi-service Tactics, Techniques, and Procedures for Kill Box Employment
- FM 3-09.60 Multiple Launch Rocket System (MLRS) Operations
- FM 3-09.70 Tactics, Techniques, and Procedures for M109A6 Howitzer (Paladin) Operations
- FM 3-13.10 Multi-Service Tactics, Techniques, and Procedures for the Reprogramming of Electronic Warfare and Target Sensing Systems
- FM 3-36 Electronic Warfare in Operations
- FM 6-2 Tactics, Techniques, and Procedures for Field Artillery Survey (Incl C-1)
- FM 6-20 Fire Support in the Airland Battle
- FM 6-20-10 Tactics, Techniques, and Procedures for the Targeting Process
- FM 6-20-30 Tactics, Techniques, and Procedures for Fire Support for Corps and Division Operations
- FM 6-20-40 Tactics, Techniques, and Procedures for Fire Support for Brigade Operations (Heavy)
- FM 6-20-50 Tactics, Techniques, and Procedures for Fire Support for Brigade Operations (Light)
- FM 6-30 Tactics, Techniques and Procedures for Observed Fire
- FM 6-40 Tactics, Techniques, and Procedures for Field Artillery Manual Cannon Gunnery (Incl C-1)
- FM 6-50 Tactics, Techniques, and Procedures for the Field Artillery Cannon Battery

Intelligence References

- FM 2-0 Intelligence
- FM 2-01.3 Intelligence Preparation of the Battlefield/Battlespace
- FM 2-19.4 Brigade Combat Team Intelligence Operations
- FM 2-22.2 Counterintelligence
- FM 2-22.3 Human Intelligence Collector Operations
- FM 2-22.401 Multi-service Tactics, Techniques, and Procedures for Technical Intelligence Operations
- FM 2-91.4 Intelligence Support to Urban Operations
- FM 2-91.6 Soldier Surveillance and Reconnaissance: Fundamentals of Tactical Information Collection
- FM 3-55.6 Multi-service Tactics, Techniques, and Procedures for Joint Surveillance Target Attack Radar System
- FM 34-81 Weather Support for Army Tactical Operations
- FMI 2-01.301 Specific Tactic, Techniques, and Procedures and Applications for Intelligence Preparation of the Battlefield
- FMI 2-22.9 Open Source Intelligence

Leadership

Leadership is influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization.

An Army leader is anyone, who by virtue of assumed role or assigned responsibility, inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command to pursue actions, focus thinking, and shape decisions for the greater good of the organization.



Role of CDR

Army Leadership: Be—Know—Do

Critical Attributes of Army Leaders:

(What an Army Leader is)

Leader Character (Be)

- Army Values
- Empathy
- Warrior Ethos

Leader Intelligence (Know)

- Mental agility
- Sound judgment
- Innovation
- Interpersonal tact
- Domain knowledge (tactical, technical, cultural, geo-political)

Leader Presence (Do)

- Military bearing
- Physical fitness
- Confidence
- Resilience

Army Values:

- Loyalty
- Duty
- Respect
- Selfless Service
- Honor
- Integrity
- Personal Courage

Core Leader Competencies

(What an Army Leader does)

Leads

- Leads others
- Extends influence beyond the chain of command
- Leads by example
- Communicates

Develops

- Creates a positive environment
- Prepares self
- Develops others

Achieves

- Gets results

Army Leadership Levels

- **Strategic** (global, regional, national perspective)
- **Organizational** (organizational, systems and processes perspective)
- **Direct** (teams, unit, task force perspective)

Assessment

Assessment is continuous; it precedes and guides every Operations Process activity and concludes each operation or phase of an operation. Broadly, assessment consists of the following activities:

- **Monitoring** the current situation to collect relevant information.
- **Evaluating** progress toward attaining end state conditions, achieving objectives, and performing tasks.
- **Recommending** or directing action for improvement.

Role of
CDR

The Ops
Process



The Assessment Process

Measures of Effectiveness (MoE)- criterion tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect

Measures of Performance (MoP)- criterion used to assess friendly actions that is tied to measuring task accomplishment

Indicator- item of information that provides insight into a measure of effectiveness or measure of performance

Planning

Planning is the process by which commanders (and the staff) translate the commander's visualization into a specific course of action for preparation and execution. Plans and orders are the products of planning.

The Ops Process

Planning Fundamentals

- Commanders focus planning
- Commanders plan for full spectrum operations
- Commanders continuously test the validity of assumptions
- Planning is continuous
- Planning is time sensitive
- Simple, flexible plans work best
- Commanders avoid planning pitfalls

Command Post Cells & Staff Sections

Functional Cells

- Intelligence
- Movement and Maneuver
- Fires
- Protection
- Sustainment
- **Mission Command**

Integrating Cells

- Plans Cell
- Future Operations Cell
- Current Operations Cell

Types of Problems

Well-structured -- Medium-structured -- Ill-structured

Planning Methodologies

Detailed Component

Conceptual component

Army Problem Solving Model

- Recognize and define the problem
- Gather information
- Develop possible solutions to the problem
- Analyze possible solutions
- Select the best solution
- Implement the solution and asses results



Planning (Detailed Components)



Military Decisionmaking Process (MDMP)

- Receipt of Mission
- Mission Analysis
- COA Development
- COA Analysis
- COA Comparison
- COA Approval
- Orders Production

Troop Leading Procedures (TLPs) (small-unit level)

- Step 1: Receive the mission
- Step 2: Issue a warning order
- Step 3: Make a tentative plan
- Step 4: Initiate movement
- Step 5: Conduct reconnaissance
- Step 6: Complete the plan
- Step 7: Issue the order
- Step 8: Supervise and refine

Rapid Decision and Synchronization Process (RDSP)

- Compare current situation to the order
- Determine the type of decision required
- Develop a course of action
- Refine and validate the course of action
- Implement

Planning (Conceptual Component)

CALL
HANDBOOK

The Art of Design

07-02,
BDE Planning

07-03,
BN Planning

FM 5-0

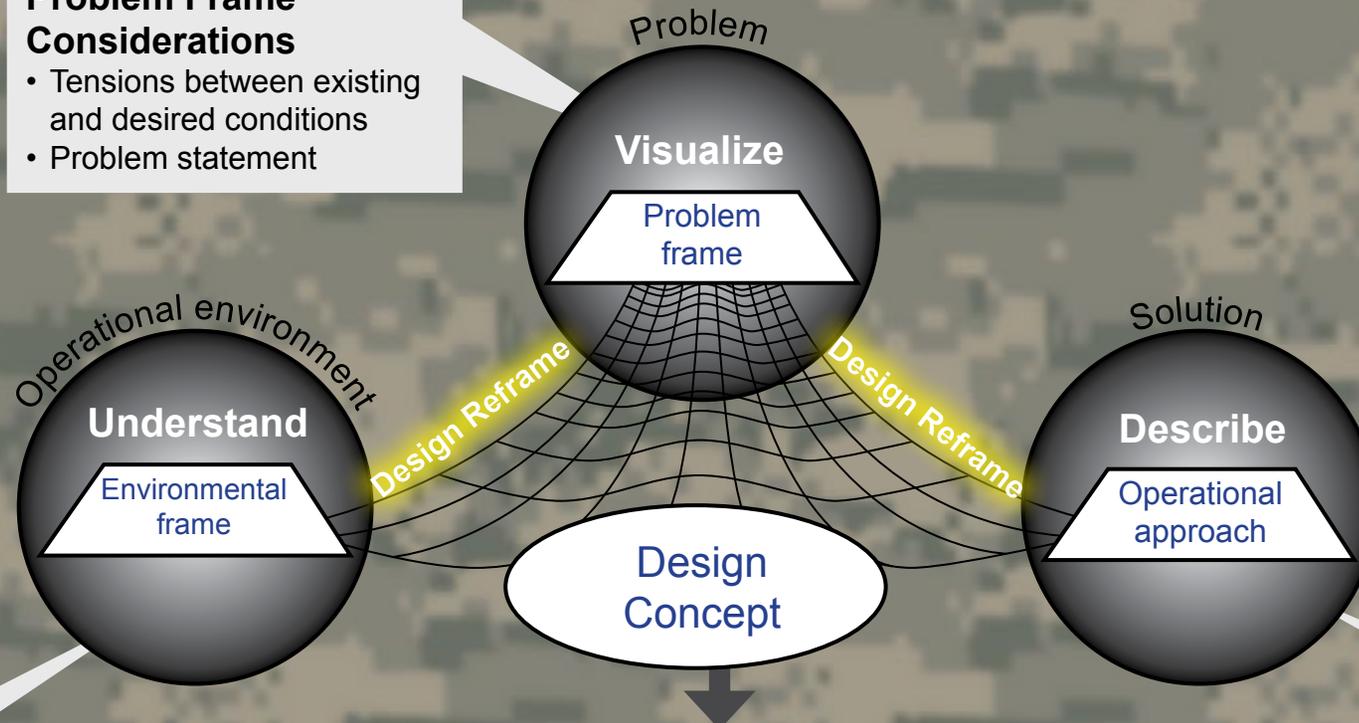
The
OPERATIONS
Process

Design is a methodology for applying critical and creative thinking to understand, visualize, and describe complex, ill-structured problems and develop approaches to solve them.

The Ops
Process

Problem Frame Considerations

- Tensions between existing and desired conditions
- Problem statement



Environmental Frame Considerations

- Relevant actors and relationships
- End state and conditions
- Tendencies and potentials

Text and graphics

- Problem Statement
- Initial CDR's intent
- CDR's initial planning guidance
- Mission Narrative

Operational Approach Considerations

- Broad conceptualization of general actions towards the desired end state
- Operational initiative
- Resources and risk

Preparation Activity

Preparation consists of activities performed by units to improve their ability to execute operations. Commanders drive preparation during planning through execution.

The Ops Process

Preparation

- Conduct ISR
- Conduct security operations
- Conduct protection
- Manage terrain
- Coordinate and conduct liaison
- Continue to build partnerships & teams
- Conduct confirmation briefs
- Conduct rehearsals
- Conduct plans-to-operations transitions
- Revise and refine the plan
- Complete task organization
- Integrate new Soldiers & units
- Train
- Initiate troop movements
- Prepare terrain
- Conduct sustainment preparation
- Initiate deception operations
- Conduct pre-operations checks & inspections

Rehearsals

Types

- Backbrief
- Combined arms rehearsal
- Support rehearsal
- Battle drill or SOP rehearsal

Techniques

- Full-dress rehearsal
- Reduced-force rehearsal
- Terrain-model rehearsal
- Sketch-map rehearsal
- Map rehearsal
- Network rehearsal

Execution

During **execution**, commanders and staff assess the underlying framework of the plan. This involves reexamining the original design concept and determining if it is still relevant to the situation.

The Ops Process

Fundamentals of Execution

- Seize and Retain the Initiative
 - Take action
 - Create and exploit opportunities
 - Assess and take risk
- Build and Maintain Momentum
- Exploit Success

Rapid Decision and Synchronization Process (RDSP)

- Compare current situation to the order
- Determine the type of decision required
- Develop a course of action
- Refine and validate the course of action
- Implement

Decisions in Execution:

- Execution decisions (implement a planned action)
- Adjustment decisions (modify the operation)

Movement and Maneuver

Movement and Maneuver WFF is the related tasks and systems that move forces to achieve a position of advantage in relation to the enemy.



Movement and Maneuver Tasks

- Deploy
- Move
- Maneuver
- Employ Indirect Fires
- Occupy an Area
- Conduct Mobility and Countermobility Operations
- Employ Battlefield Obscuration

Types of Operations

Offensive

Movement to contact

- Search and Attack

Attack

Exploitation

Pursuit

Defensive

Mobile defense

Area defense

Retrograde operations

- Delay
- Withdrawal
- Retirement Operations

Tactical Enabling

Security Operations

(Screen, Guard, Cover, Area, Local)

Reconnaissance Operations

(Zone, Area, Route,
Reconnaissance in Force)

Troop Movement

(Administrative Movement, Tactical
Road March, Approach March)

Relief in Place

Passage of Lines

Vertical Envelopment

Encirclement Operations

Characteristics of Defensive Operations

- Preparation
- Security
- Disruption
- Massing Effects
- Flexibility
- Maneuver
- Operations in depth

Tactical Mission Tasks

Tactical Mission Tasks

Actions by Friendly Force

- Assault
- Attack-by-Fire
- Breach
- Bypass
- Clear
- Consolidation & Reorganization
- Control
- Counterreconnaissance
- Disengagement
- Exfiltrate
- Follow and Assume
- Follow and Support
- Linkup
- Occupy
- Reconstitution
- Reduce
- Retain
- Secure
- Seize
- Support-by-Fire

Effects on Enemy Force

- Block
- Canalize
- Contain
- Defeat
- Destroy
- Disrupt
- Fix
- Interdict
- Isolate
- Neutralize
- Penetrate
- Suppress
- Turn

Additional Information

Forms of Maneuver

- Envelopment
- Turning Movement
- Frontal Attack
- Penetration
- Infiltration

Offensive Characteristics

- Surprise
- Concentration
- Tempo
- Audacity

Types of Battle Positions

- Primary
- Alternate
- Supplementary
- Subsequent
- Strong Point

Movement Techniques

- Traveling
- Traveling Overwatch
- Bounding Overwatch

Intelligence

Intelligence WFF is the related tasks and systems that facilitate understanding of the operational environment, enemy, terrain, and civil considerations.

WFF

Intelligence Tasks

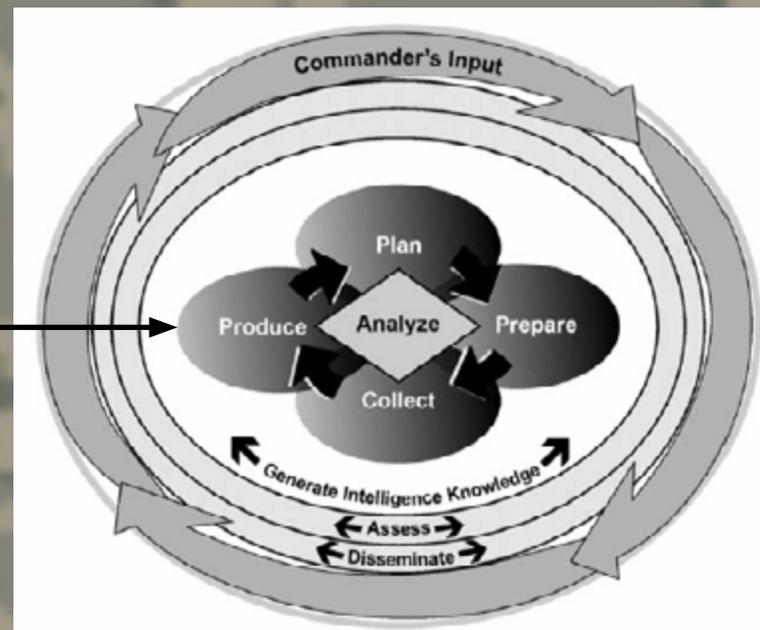
- Support to force generation
- Support to situational understanding.
- Perform intelligence, surveillance, and reconnaissance (ISR)
- Support to targeting and information superiority

The Army's Intelligence Disciplines

- All-source intelligence
- Counterintelligence (CI)
- Human intelligence (HUMINT)
- Geospatial intelligence (GEOINT)
 - Imagery intelligence (IMINT)
- Measurement and signature intelligence (MASINT)
- Open-source intelligence (OSINT)
- Signals intelligence (SIGINT)
- Technical intelligence (TECHINT)

Emerging Capabilities that Impact Intelligence

- Biometrics
- Distributed Common Ground System-Army (DCGS-A)
- Human terrain analysis teams
- Document and media exploitation (DOMEX)
- Red teaming



The Intelligence Process

- Plan
- Prepare
- Collect
- Produce

Continuing Activities

- Generate intelligence Knowledge
- Analyze
- Assess
- Disseminate



Intelligence (cont.)

Intelligence Tasks

Support to force generation

- Provide intelligence readiness.
- Establish an intelligence architecture.
- Provide intelligence overwatch.
- Generate intelligence knowledge.
- Tailor the intelligence force.

Support to situational understanding

- Perform intelligence preparation of the battlefield (IPB).
- Perform situation development.
- Provide intelligence support to protection.
- Provide tactical intelligence overwatch.
- Conduct police intelligence operations.
- Provide intelligence support to civil affairs (CA) activities.

Perform intelligence, surveillance, and reconnaissance (ISR)

- Perform ISR synchronization.
- Perform ISR integration.
- Conduct reconnaissance.
- Conduct surveillance.
- Conduct related missions and operations.

Support to targeting and information superiority

- Provide intelligence support to targeting.
- Provide intelligence support to Army information tasks.
- Provide intelligence support to combat assessment.

Categories of intelligence products

- Indications and warning
- Current intelligence
- General military intelligence
- Target intelligence
- Scientific and technical intelligence
- Counterintelligence
- Estimative

Threat Categories

Catastrophic

Catastrophic challenges involve the acquisition, possession, and use of weapons of mass destruction.

Irregular

Irregular challenges come from those employing “unconventional” methods to counter the traditional advantages of stronger opponents.

Disruptive

Disruptive challenges may come from adversaries who develop and use breakthrough technologies to negate current US advantages in key operational domains.

Traditional

Traditional challenges are posed by states employing recognized military capabilities and forces in well-understood forms of military competition and conflict.

Hybrid Threats

Any adversary that simultaneously and adaptively employs a mix of conventional weapons, irregular tactics, terrorism and criminal behavior in the operational environment to obtain their political objectives.

Fires

WFF

Fires WFF is the related tasks and systems that provide collective and coordinated use of Army indirect fires, joint fires, and command and control warfare, including nonlethal fires, through the targeting process.

Fires Tasks

Decide surface targets

- High-payoff target list (HPTL)
- Target selection standards (TSS)
- Attack guidance matrix (AGM)
- Targeting synchronization matrix (TSM)

Detect and locate surface targets

- ISR assets
- Target acquisition (TA) assets

Provide fire support

Integrate C2 warfare, include non-lethal fires

Assess effectiveness

- Battle damage assessment
- Munitions effectiveness assessment
- Reattack recommendation

Integrate and Synchronize Cyber/ Electromagnetic Activities

Targeting Process (D3A)

(FM 3-60)

- Decide
- Detect
- Deliver
- Assess

FM 3-60

The Targeting
Process

Fires Support Planning (F3EAD)

- Find
- Fix
- Finish
- Exploit
- Analyze
- Disseminate

Targeting Categories

- Deliberate (scheduled, on-call)
- Dynamic

Targeting Restrictions

- No-strike list
- Restricted target list



Fires (cont.)

Attack Resources

- Lethal Fires
 - Projectiles
 - Rockets
 - Missiles
 - Bombs
- Non-Lethal Fires
 - Artillery and air delivered leaflets
 - Electronic attack (EA)
 - Computer network attack
 - Obscuration fires
 - Illumination fires

Fires Support Effects

- Deceive
- Degrade
- Delay
- Deny
- Destroy
- Disrupt
- Divert
- Exploit
- Interdict
- Neutralize
- Suppress

| <i>If relationship is:</i> | | Inherent Responsibilities | | | |
|----------------------------|--|--|--|---|--|
| | | <i>Answers Calls for Fire in Priority From:</i> | <i>Has as Its Zone of Fire:</i> | <i>Furnishes Fire Support Personnel:</i> | <i>Has Its Fires Planned By:</i> |
| Support | Direct Support (DS) | 1. Supported unit. 2. Own observers. 3. Force field artillery HQ. | Zone of action of supported unit. | Provides temporary replacements for casualty losses as required. ¹ | Develops own fire plan. |
| | Reinforcing (R) | 1. Reinforced field artillery. 2. Own observers. 3. Force field artillery HQ. ³ | Zone of fire of reinforced field artillery unit. | No Requirement. | Reinforced field artillery unit HQ. |
| | General Support Reinforcing (GSR) | 1. Supported unit. 2. Force field artillery HQ. 3. Reinforced unit. 4. Own observers. | Zone of action of supported unit to include zone of fire of reinforced field artillery unit. | No Requirement. | 1. Supported unit. 2. Force field artillery HQ. |
| | General Support (GS) | 1. Supported unit. 2. Force field artillery HQ. 4. Own observers. | Zone of action of supported unit. | No Requirement. | 1. Supported unit. 2. Force field artillery HQ. |

Sustainment

Sustainment WFF is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance.

WFF

Sustainment Tasks

Logistics

- Supply
- Field Services
- Maintenance
- Transportation
- Distribution
- Contracting
- General engineering support

Personnel Services

- Human resources (HR) support
- Religious support
- Financial management (FM)
- Legal support
- Band support

Health Service Support

Other sustainment related functions

- Internment and resettlement operations

Principles of Sustainment

- Integration
- Anticipation
- Responsiveness
- Simplicity
- Economy
- Survivability
- Continuity
- Improvisation

Classes of Supply

Class I: Subsistence (food and water)

Class II: Clothing and individual equipment, sets and kits

Class III: Petroleum, Oils, Lubricants (POL)

Class IV: Construction materials

Class V: Ammunition

Class VI: Personal demand items

Class VII: Major end items

Class VIII: Medical material

Class IX: Repair parts and components

Class X: Material to support nonmilitary programs



Mission Command

Mission Command is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of full spectrum operations. It is commander-led and blends the art of command and the science of control to integrate the warfighting functions to accomplish the mission.

Mission Command Tasks:

- Execute the role of the commander in the Operations Process ([supported by Design](#))
 - Describe through commander's intent
 - Direct through mission orders (encourage subordinate initiative)
 - Direct resource allocation
- Execute the Operations Process
- Build teams among modular formations and joint, interagency, intergovernmental, and multinational partners (JIIM)
- Conduct Inform and Influence Activities
- Conduct Cyber/Electromagnetic Activities

Exercise of Mission Command:

Art of Command:

- Authority, Decisionmaking, Leadership

Science of Control:

- Regulation of forces and warfighting functions
- Tactics, techniques, and procedures
- Mission command networks and systems
- Knowledge and information management
- Operational terms and graphics

Operational Adaptability (component of Mission Command) Commander's ability to shape conditions and respond effectively to changing threats and situations with appropriate, flexible, and timely actions.

Qualities:

- Critical thinking
- Deal with ambiguity and uncertainty
- Accept prudent risk
- Make rapid adjustments based on continuous assessment

Enables:

- Adaptive teams that anticipate transitions
- Accept risks to create opportunities
- Influence enemies, adversaries, friendly, neutrals, and partners

Mission Command (cont.)



Mission Command Tasks (cont.)

Inform and Influence Activities

Purpose: To inform domestic audiences and influence foreign friendly, neutral, adversary and enemy audiences.

Components

- Public Affairs (PA)
- Military Information Support Operations (MISO)
- Soldier and Leader Engagements
- Military Deception

Enablers

- Combat Camera
- Operations Security (OPSEC)
- Civil Affairs Activities
- Cyber/Electromagnetic Activities

Conduct Cyber-Electromagnetic Activities

Purpose: To seize, retain, and exploit an advantage over adversaries and enemies in both cyberspace and across the electromagnetic spectrum, denying and degrading adversary and enemy use of the same, and protecting friendly mission command networks and systems.

Components

- Cyber Operations
 - Cyber Situational Awareness
 - Network Operations
 - Cyber Warfare
 - Cyber Support
- Electronic Warfare (Attack, Protection, Support)
- Electromagnetic Spectrum Operations

Components of Mission Command

Information Management

Science of using procedures and information systems to collect, process, store, display, disseminate, and protect knowledge products, data and information

Knowledge Management

Art of creating, organizing, applying, and transferring knowledge to facilitate situational understanding and decisionmaking

Command Relationships

Command Authority Types

- Organic
- Operational Control (OPCON)
- Tactical Control (TACON)
- Administrative Control (ADCON)

Support Relationships

- Direct support
- Reinforcing
- General support reinforcing
- General support

Protection

Protection WFF is the preservation of the effectiveness of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure deployed or located within or outside the boundaries of a given operational area.

WFF

Twelve Protection Tasks & Systems:

(click for significant activities)

Five Forms of Protection

- Deterrence
- Prevention
- Active security
- Passive defense
- Mitigation

Security Operations

- Screen
- Guard
- Cover
- Area security
- Local security

Five Principles of Protection

- Full-dimension
- Integrated
- Layered
- Redundant
- Enduring

Critical Asset List (CAL)

- Prioritized list of assets that should be protected

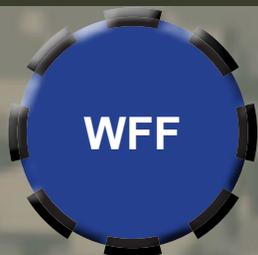
Defended Asset List (DAL)

- List of those assets from the CAL to be defended with the resources available

Protection Tasks and Systems (1 of 3)

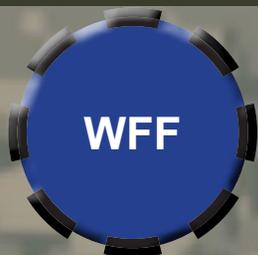
FM 3-37

PROTECTION



| Protection Task | Significant Activities / Employment Principles | |
|---|---|--|
| Air and Missile Defense (AMD) (FM 3-01) | <ul style="list-style-type: none">• Mass.• Mix. | <ul style="list-style-type: none">• Mobility.• Integration |
| Personnel Recovery (PR) (FM 3-50.1) | <ul style="list-style-type: none">• Establish PR organization.• Perform cross-staff coordination.• Analyze PR gap.• Integrate diplomatic/military/civil PR.• Establish PR SOPs. | <ul style="list-style-type: none">• Exercise/rehearse.• Report.• Locate.• Support.• Recover.• Return/reintegrate. |
| Information Protection (FM 3-13) | <ul style="list-style-type: none">• Protect against threat events.• Monitor/detect threat events. | <ul style="list-style-type: none">• Analyze threat events.• Respond to threat events. |
| Fratricide Avoidance (FM 3-90) | <ul style="list-style-type: none">• Identify battlefield hazards.• Verify equipment markings.• Conduct reconnaissance.• Analyze sectors of fire.• Employ ROE. | <ul style="list-style-type: none">• Implement fire and maneuver control measures.• Track battlefield effects.• Rehearse. |

Protection Tasks and Systems (2 of 3)



| Protection Task | Significant Activities / Employment Principles | |
|--|--|--|
| Operational Area Security (FM 3-90) | <ul style="list-style-type: none"> • Conduct ISR. • Control movement. • Prepare response forces. • Employ passive defense measures. | <ul style="list-style-type: none"> • Position sniper teams. • Defend against attacks by fire. • Support area damage control. |
| Anti-Terrorism (AT) (AR 525-13) | <ul style="list-style-type: none"> • Establish AT program. • Collect, analyze, and disseminate threat information. • Assess and reduce critical vulnerabilities. • Plan response to terrorist threat/incident. • Increase AT awareness. | <ul style="list-style-type: none"> • Maintain installation defense according to FPCON. • Establish civil/military partnership for WMD crises. • Conduct exercises and evaluate/assess AT plans. |
| Survivability (FM 5-103) | <ul style="list-style-type: none"> • Achieve situational awareness. • Determine degree of acceptable risk. • Analyze terrain features. • Establish priorities of work. | <ul style="list-style-type: none"> • Employ camouflage, cover, and concealment. • Fire prevention, fire suppression & firefighting. |
| Force Health Protection (FHP) (FM 4-02.17) | <ul style="list-style-type: none"> • Prevent and control diseases. • Assess environmental and occupational health. • Determine force health activities protection. | <ul style="list-style-type: none"> • Employ PVNTMED toxicology and lab services. • Perform health risk assessments. • Disseminate health info. |

Protection Tasks and Systems (3 of 3)

FM 3-37

PROTECTION

WFF

| Protection Task | Significant Activities / Employment Principles |
|---|---|
| CBRN Operations (FM 3-11, FM 3-11.21 and FM 4-02.17) | <ul style="list-style-type: none">• Identify threat.• Assess situation.• Identify vulnerability reduction measures.• Conduct operations.• Provide logistics and health support.• Decontaminate. |
| Safety (AR 385-10; DA Pamphlet 385-10, Appendix J) | <ul style="list-style-type: none">• Manage safety and occupational health program.• Investigate mishaps and near misses.• Conduct hazard analysis and recommend countermeasures.• Provide safety education, training, and promotion.• Conduct inspections, surveys, assessments, and technical consultations. |
| Operations Security (OPSEC) (AR 530-1) | <ul style="list-style-type: none">• Identify EEFI.• Analyze adversaries and vulnerabilities.• Assess risk.• Recommend countermeasures. |
| Explosive Ordnance Disposal (EOD) (FM 4-30.51) | <ul style="list-style-type: none">• Advise commanders on EO/IEDs (including CBRN).• Positively identify, respond to, and dispose of EO/IEDs (including CBRN).• Perform EO/IED site exploitation and technical intelligence collection.• Perform postblast analysis. |

Protection Cells



The **Protection WFF** applies to all levels of command. The Army structure provides established protection cells at division level and above. Protection cells are found in main and tactical command posts at division and corps levels and in main or contingency command posts at theater Army headquarters.

Protection Cell Organization

Members

- Chief of Protection
- AMD officer
- AT officer
- CBRN officer
- Engineer officer
- EOD officer
- OPSEC officer
- Provost marshal
- Intelligence rep.
- PR officer
- G6 (C4 Operations)
- Public affairs officer
- Staff judge advocate
- G-7 (Information Operations)
- G9 (Civil-Military Operations)
- Surgeon
- Safety
- Medical
- CA staff officers
- Others as required

Functions

- Recommend protection priorities
- Develop Critical Asset List (CAL) and Defended Asset List (DAL)
- Protection planning forum
- Deconflict protection responsibilities
- Recommends **C2** relationships
- Adjacent unit coordination
- Recommends allocation of resources
- Monitors protection measure effectiveness
- Facilitates protection integration

Training

Training allows leaders, Soldiers, and units to achieve the tactical and technical competence that builds confidence and agility.

Training Domains:

- Institutional
- Operational
- Self-development

Training Management Model:

- METL drives training
- Plan, prepare, execute and CDR assess
- Bottom-up feedback

Army Force Generation Cycle (ARFORGEN):

- Reset Phase
- Train/Ready Phase
- Available Phase

Principles of Training:

- Commanders and other leaders are responsible for training
- Noncommissioned officers train individuals, crews, and small teams
- Train as you will fight
- Train to standard
- Train to sustain
- Conduct multiechelon and concurrent training
- Train to develop agile leaders and organizations

Training Plans: Long-range, short-range, near term

Mission Essential Task Lists:

- FSO METL: joint mission-essential task list
- CMETL: core mission-essential task list
- DMETL: directed mission-essential task list

Stability Operations

Stability Operations encompass various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. Stability operations aim to establish conditions that support the transition to legitimate host nation governance, a functioning civil society, and a viable market economy.

Primary Stability Tasks

- Establish civil security
- Establish civil control
- Restore essential services
- Support governance
- Support economic and infrastructure development
(**Information Engagement** is integrated into all tasks)

Tactical Lines of Effort (SWEAT-MSO)

- Sewage
- Water
- Electricity
- Academics
- Trash
- Medical
- Safety
- Other Considerations

Stability Operations (cont.)

Establish civil security:

- Enforce Cessation of Hostilities, Peace Agreements, and Other Arrangements
- Determine Disposition and Constitution of National Armed and Intelligence Services
- Conduct Disarmament, Demobilization, and Reintegration
- Conduct Border Control, Boundary Security, and Freedom of Movement
- Support Identification
- Protect Key Personnel and Facilities
- Clear Explosive and CBRN Hazards

Establish civil control:

- Establish Public Order and Safety
- Establish Interim Criminal Justice System
- Support Law Enforcement and Police Reform
- Support Judicial Reform
- Support Property Dispute Resolution Processes
- Support Justice System Reform
- Support Corrections Reform
- Support War Crimes Courts and Tribunals
- Support Public Outreach and Community Rebuilding Programs

Support to Governance:

- Support Transitional Administrations
- Support Development of Local Governance
- Support Anticorruption Initiatives
- Support Elections

Restore essential services:

- Provide Essential Civil Services
- Tasks Related to Civilian Dislocation
 - Assist dislocated civilians
 - Support assistance to dislocated civilians
 - Support security to dislocated civilians camps
- Support Famine Prevention and Emergency Food Relief Programs
- Support Nonfood Relief Programs
- Support Humanitarian Demining
- Support Human Rights Initiatives
- Support Public Health Programs
- Support Education Programs

Support to Economic and Infrastructure Development:

- Support Economic Generation and Enterprise Creation
- Support Monetary Institutions and Programs
- Support National Treasury Operations
- Support Public Sector Investment Programs
- Support Private Sector Development
- Protect Natural Resources and Environment
- Support Agricultural Development Programs
- Restore Transportation Infrastructure
- Restore Telecommunications Infrastructure
- Support General Infrastructure Reconstruction Programs

Information Engagement Tasks

Civil Support Operations

Civil Support Operations is DoD support to U.S. civil authorities for domestic emergencies, and for designated law enforcement and other activities.

Homeland Defense – protection against external threats and aggression.

Homeland Security – effort to prevent terrorist attacks, reduce vulnerabilities, and minimize damage and recover from attacks, disasters, and other emergencies.

Civil Support Tasks:

- Provide support for domestic disasters.
- Provide support for domestic chemical, biological, radiological, nuclear, or high-yield explosives incidents.
- Provide support for domestic civilian law enforcement agencies.
- Provide other designated support.

Fundamentals of Army Civil Support:

- The primary purposes of civil support are to save lives, alleviate suffering, and protect property.
- The law defines every aspect of civil support operations—who has jurisdiction, who responds, and the restraints and constraints imposed on Soldiers.
- Civilian officials direct civil support operations. They set the priorities. The Army supports them.

- All costs associated with civil support missions must be documented.
- The military end state is reached when civilian authorities can fulfill their responsibilities without military assistance

Emergency Support Functions:

- Transportation
- Communication
- Public works and engineering
- Firefighting
- Emergency management
- Mass care, emergency assistance, housing and human services
- Logistics management and resource support
- Public health and medical services
- Search and rescue
- Oil and hazardous materials response
- Agriculture and natural resources
- Energy
- Public safety and security
- Long-term community recovery
- External affairs

Counterinsurgency Operations

Counterinsurgency is military, paramilitary, political, economic, psychological, and civic actions taken by a government to defeat insurgency (JP 1-02).

Elements of Insurgency

- Movement leaders
- Combatants
- Political cadre
- Auxiliaries
- Mass base

Common Dynamics of Insurgency

- Leadership
- Objectives
- Ideology and narrative
- Environment and geography
- External support and sanctuaries
- Phasing and timing

Lines of Operations in COIN

- Conduct information operations
- Conduct combat operations / civil security operations
- Train and employ HN security forces
- Establish and restore essential services
- Support development of better governance
- Support economic development

Principles for Counterinsurgency

- Legitimacy of government is the main objective
- Unity of effort is essential
- Political factors are primary
- Counterinsurgents must understand the OE
- Intelligence drives operations
- Insurgents must be isolated from their cause and support
- Security under the rule of law is essential
- Counterinsurgents should prepare for a long-term commitment

Other considerations

- Manage information and expectations
- Use appropriate level of force
- Learn and adapt
- Empower the lowest levels
- Support the host nation

COIN Approaches

- Clear – Hold – Build
- Combined Action
- Limited Support

Paradoxes of COIN Operations

- The more you protect your force, the less secure you may be
- The more force is used, the less effective it is
- The more successful the counterinsurgency is, the less force can be used and the more risk must be accepted
- Sometimes doing nothing is the best reaction
- Some of the best weapons for counterinsurgents do not shoot
- The host nation doing something tolerably is normally better than us doing it well
- If a tactic works this week, it might not work next week; if it works in this province, it might not work in the next
- Tactical success guarantees nothing
- Many important decisions are not made by generals

Reference Manuals

Operational Terms and Graphics

This manual is a dual-Service US Army and US Marine Corps publication introducing new terms and definitions and updating existing definitions as reflected in the latest editions of Army field manuals and Marine Corps doctrinal, warfighting, and reference publications.

This manual provides a single standard for developing and depicting hand-drawn and computer-generated military symbols for situation maps, overlays, and annotated aerial photographs for all types of military operations.

Contents

- Operational terms
- Operational acronyms, abbreviations, and country codes
- Military symbols
 - Unit symbols
 - Equipment symbols
 - Graphic control measures
 - Installation symbols
 - Tactical mission graphics

Army Universal Task List

The AUTL is a comprehensive, but not all-inclusive listing of Army tasks, missions, and operations.

Purpose includes

- Provides a common doctrinal structure for collective tasks that support Army tactical missions and operations conducted by Army units and staffs.
- Articulates what tasks the Army performs to accomplish missions without describing how success occurs.
- Applies across full spectrum operations (offensive, defensive, and stability or civil support).
- Provides standard definitions and helps establish a common language and reference system for all echelons and staff sections.
- Lists ARTs subordinate to each of the six warfighting functions (and tasks that support execution of the Army's missions).
- Provides a table with measures of performance that can be used to develop standards for each task and generic measures of performance for tasks.

Plans and Orders

Commanders direct operations and communicate their visualization, commander's intent, and decisions through **plans and orders**.

Types of Plans:

- Campaign plan
- Operation plan
- Supporting plan
- Concept plan
- Branch
- Sequel

Types of Orders:

- Operation order
- Fragmentary order
- Warning order

Key Components of a Plan:

- Mission statement
- Commander's intent
- Concept of operations
 - Nested concepts
 - Sequence of actions and phasing
 - Decisive points and objectives
 - Lines of operations and lines of effort
- Tasks to subordinate units
- Coordinating instructions
- Control measures

Composite Risk Management

Composite risk management (CRM) is the Army's primary decisionmaking process for identifying hazards and controlling risks across the full spectrum of Army missions, functions, operations, and activities.

Composite Risk Management Steps:

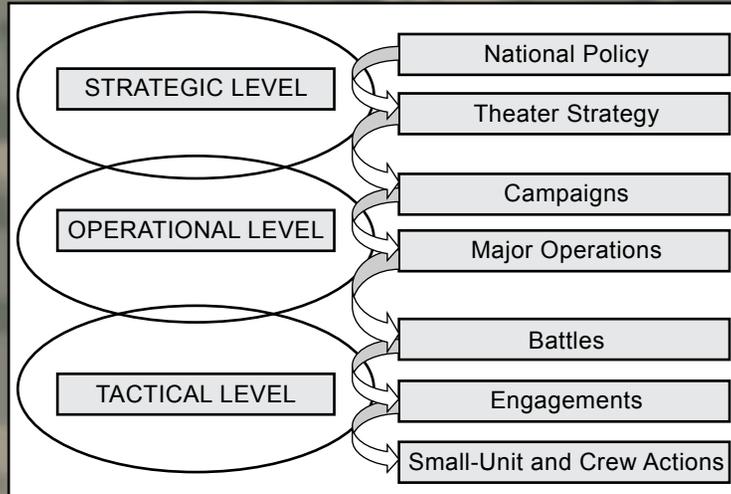
- Identify hazards
- Assess hazards to determine risk
- Develop controls and make risk decisions
- Implement controls
- Supervise and evaluate

| RISK ASSESSMENT MATRIX | | | | | | |
|------------------------|-----|--------------------|-------------|-----------------|-------------|---------------|
| | | Probability | | | | |
| Severity | | Frequent A | Likely B | Occasional C | Seldom D | Unlikely E |
| Catastrophic | I | E | E | H | H | M |
| Critical | II | E | H | H | M | L |
| Marginal | III | H | M | M | L | L |
| Negligible | IV | M | L | L | L | L |
| | | E - Extremely High | H - High | M - Moderate | L - Low | |

Operational Art

Levels of War

Strategic Level - Operational Level - Tactical Level



FM 3-0; Figure 6-1 Levels of war

Operational Art

Determines when, where, and for what purpose commanders employ major forces.

Whether direct or indirect, an effective operational approach achieves decisive results through combinations of defeat and stability mechanisms. As commanders and staffs frame the problem, they determine the combination of defeat or stability mechanisms appropriate to solve it. This begins the process that ends with the design for an operation that achieves the desired end state.

Defeat Mechanisms

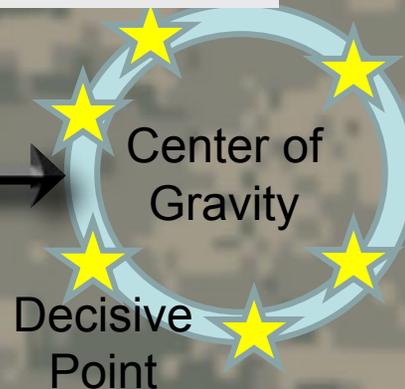
Destroy, Dislocate, Disintegrate, Isolate

Stability Mechanisms

Compel, Control, Influence, Support

Operational Approach

Lines of Operations
Lines of Effort



Elements of Operational Design:

- End state and conditions
- Center of gravity
- Decisive point and objectives
- Lines of operations and lines of effort
- Culminating point
- Operational reach
- Tempo
- Simultaneity and depth
- Phasing and transitions
- Culmination
- Risk

Operational Areas

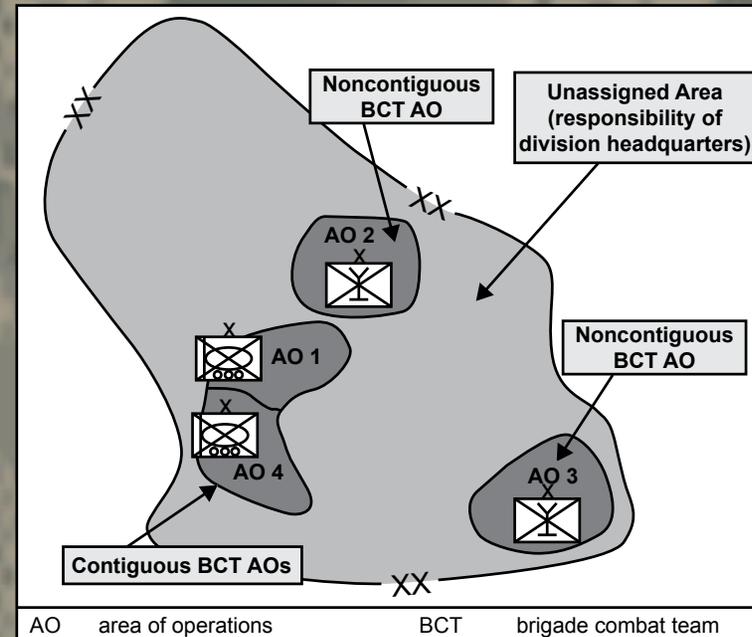
Operational Areas is a term for geographic areas in which military operations are conducted. They include:

- area of responsibility (AOR)
- theater of war
- joint operations area
- amphibious objective area
- joint special operations area
- area of operations (AO)

Area of Influence is geographical area wherein a commander is directly capable of influencing operations. This area normally surrounds and includes the area of operations.

Area of Interest is the area of concern to the commander, including the area of influence.

Area of Operations (AO) is an operational area defined by the joint force commander for land and maritime forces. The AO should be large enough for component commanders to accomplish their missions and protect their forces.

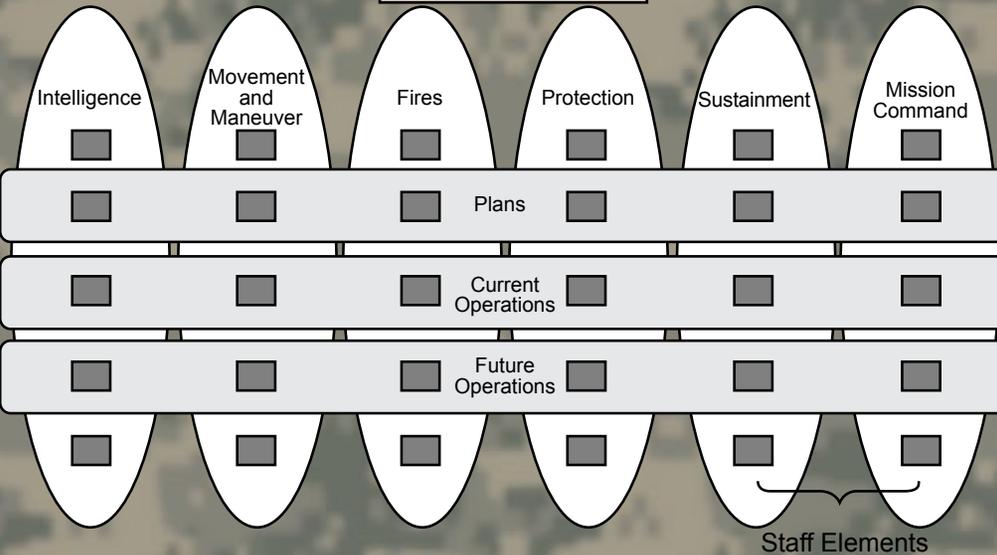


FM 3-0; Figure 5-2 Contiguous, noncontiguous, and unassigned areas

Command Post Organization and Operations

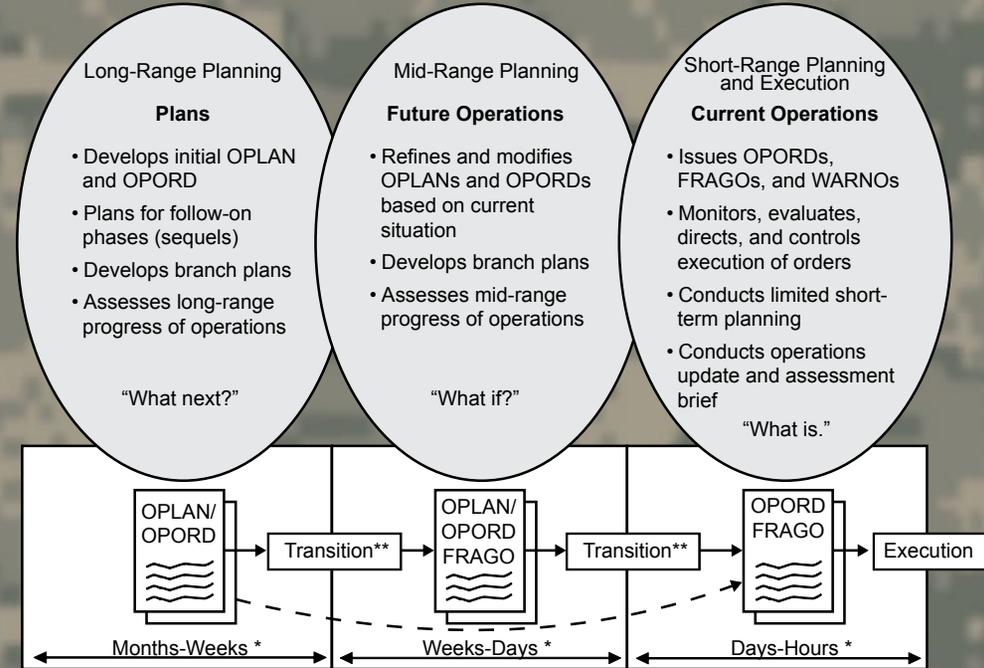
Types of Command Posts: Tactical, Main, Rear

Functional Cells

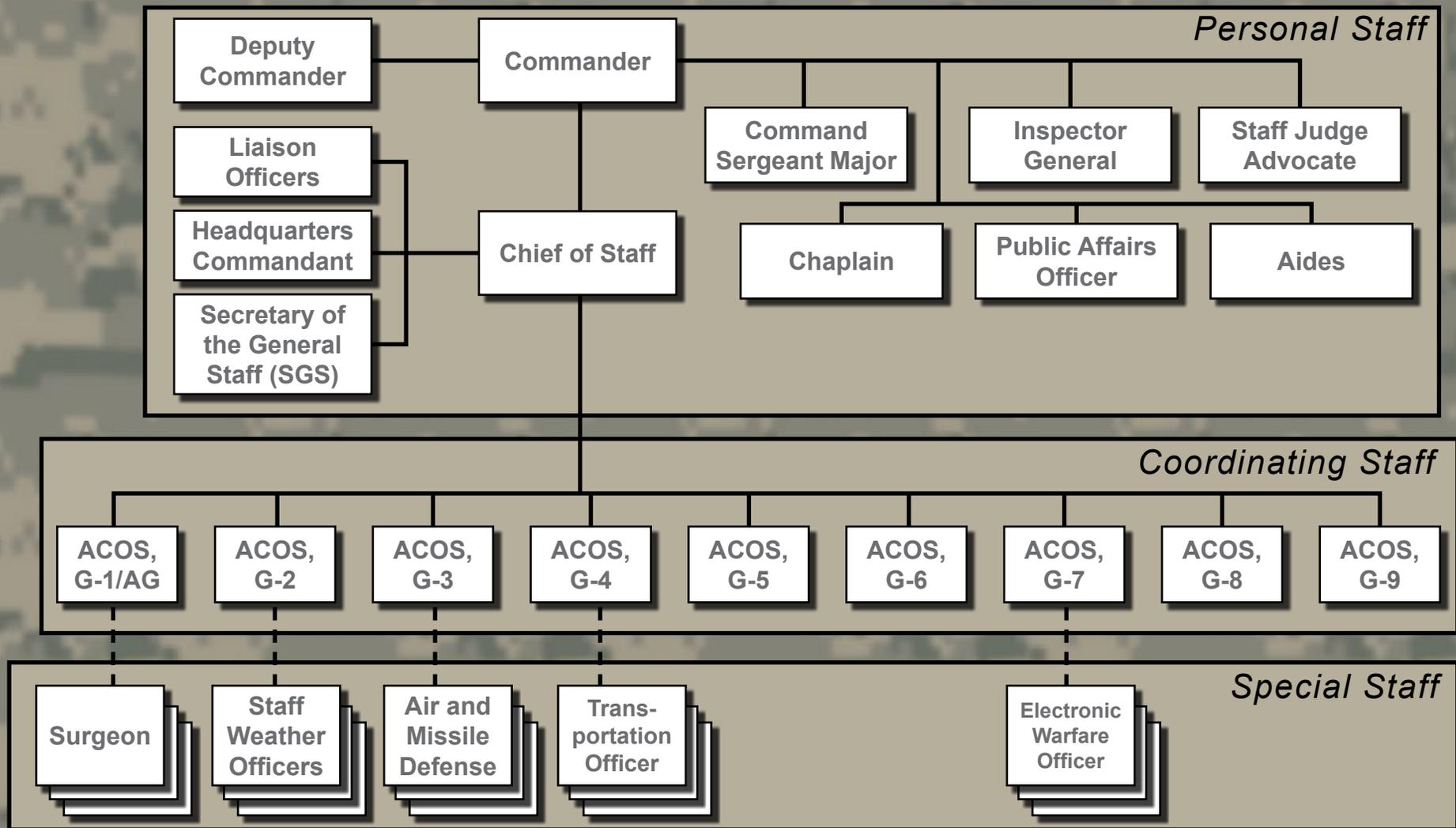


Integrating Cells

The commander and the chief of staff set priorities and provide direction and guidance.



Basic Corps or Division Staff Structure



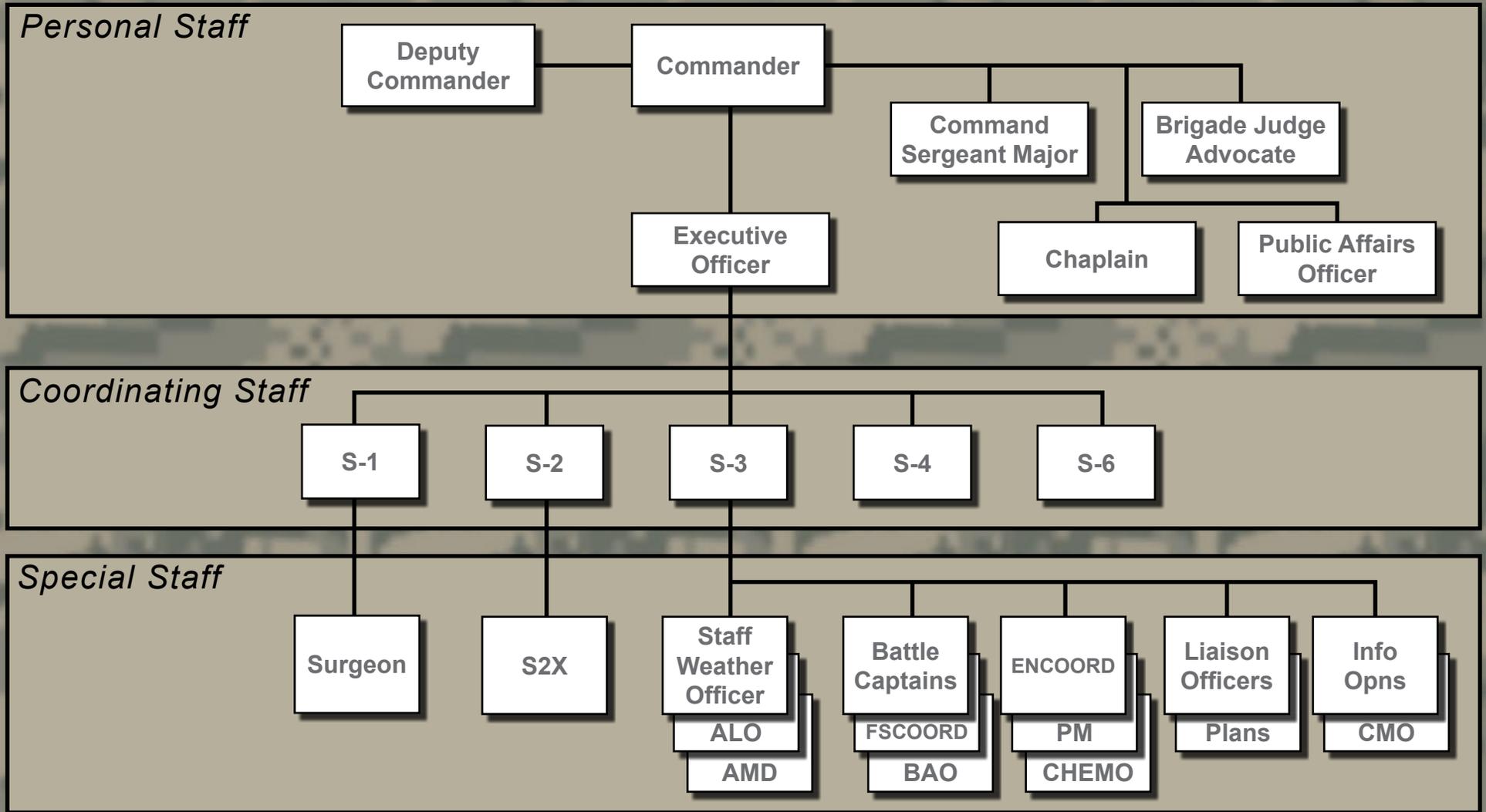
ACOS Assistant Chief of Staff
 AG Adjutant General
 G-1 Personnel

G-2 Intelligence
 G-3 Operations
 G-4 Logistics

G-5 Plans
 G-6 Command, Control, Communications
 and Computer Opns

G-7 Information Operations
 G-8 Financial Management
 G-9 Civil-Military Opns

Basic BCT Staff Structure



| | | | | | | | |
|-----|--------------|-----|--|-------|--------------------------|---------|----------------------|
| S-1 | Personnel | S-6 | Command, Control, Communications and Computer Opns | ALO | Air Liaison Officer | ENCOORD | Engineer Coordinator |
| S-2 | Intelligence | S-7 | Information Operations | AMD | Air and Missile Defense | PM | Provost Marshal |
| S-3 | Operations | S-9 | Civil-Military Operations | BAO | Brigade Aviation Officer | | |
| S-4 | Logistics | | | CHEMO | Chemical Officer | | |

Rescinded Army Definitions

| Rescinded Term | Suggested Replacement |
|---|--|
| Army Airspace Command and Control (A2C2) | Airspace Command and Control (AC2) |
| Battle command | Role of the commander |
| Battlefield Operating Systems (BOS) | Warfighting Functions |
| Battlespace | Area of operations |
| Combat arms, combat support, combat service support | Use appropriate warfighting function |
| Combat support brigade | Maneuver enhancement brigade |
| Combined operations | Multinational operations |
| Command and Control (C2) | Mission command |
| Contemporary operational environment (COE) | Operational environment (OE) |
| Deep, close, rear area | Operational areas |
| Effects based operations (EBO) | EBO is a concept, not doctrine |
| Effects coordinator or effects cell | Fire support coordinator and fire support cell |
| Force protection | Use specific protection WFF task |
| G-5 / S-5, ACOS, Civil Military Operations (CMO) | G-5 / S-5, ACOS, Plans |
| Human terrain | Civil considerations |
| Information Operations | Inform and Influence Activities |
| Institutional forces | Generating force |
| Kinetic or non-kinetic operations | Lethal or nonlethal operations |
| Linear and nonlinear | Contiguous and noncontiguous |

Rescinded Army Definitions (cont.)

| Rescinded Term | Suggested Replacement |
|--|---|
| Logical lines of operations | Line of effort |
| Military operations on urban terrain (MOUT) | Urban operations (UO) |
| NBC | CBRN/CBRNE – chemical, biological, radiological, nuclear (and high-explosive) |
| OCOKA | OAKOC |
| Operational picture | Common operational picture (COP) |
| Psychological Operations (PSYOP) | Military Information Support Operations (MISO) |
| Regional combatant commander or CINC | Geographic combatant commander (GCC) |
| Sector | Area of Operations |
| Stability and reconstruction operations (S&R) | Stability Operations (SO) |
| Stability operations and support operations (SOSO) | Stability operations or civil support operations |
| Staff estimate | Running estimate |
| Tactical force | Operating force |
| Tactical Operations Center (TOC) | Command Post (CP) |
| Theater | Area of Responsibility (AOR) |
| Unified combatant command | Combatant Command |
| Unmanned aerial vehicle (UAV) | Unmanned aircraft systems (UAS) |

Doctrine Hierarchy Chart

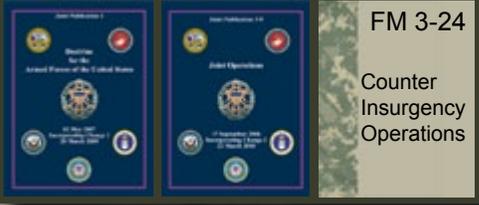


Joint Doctrine
 JP 1 & JP 3-0



Army Capstone Doctrine
 FM 1 & FM 3-0

Continuum of Operations



Elements of Combat Power

