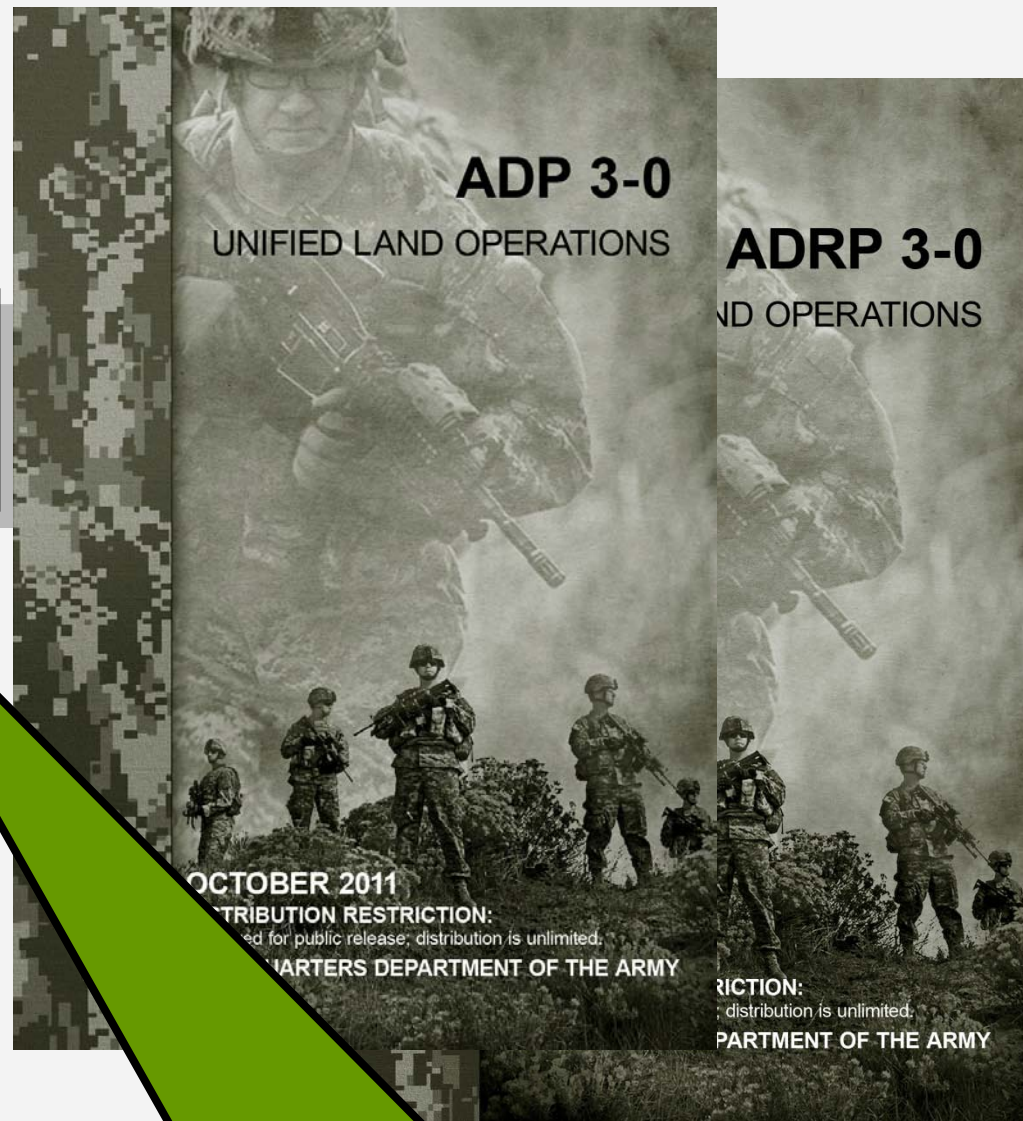


1905
 1910
 1913
 1914
 1923
 1939
 1941
 1944
 1949
 1954
 1962
 1968
 1976
 1982
 1986
 1993
 2001
 2008
 2011

The 19th edition of
the Army's capstone
operational doctrine



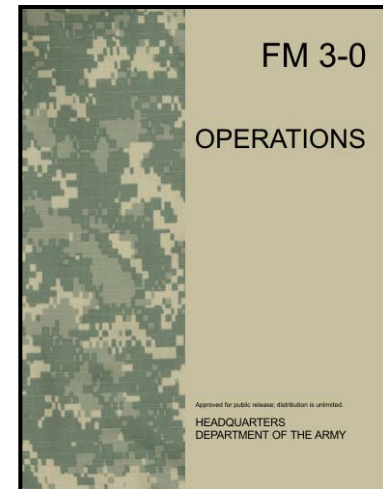
Reasons for Change

- Significant recent operational experience
- Evolving policy and doctrine
- Joint and Army transformation

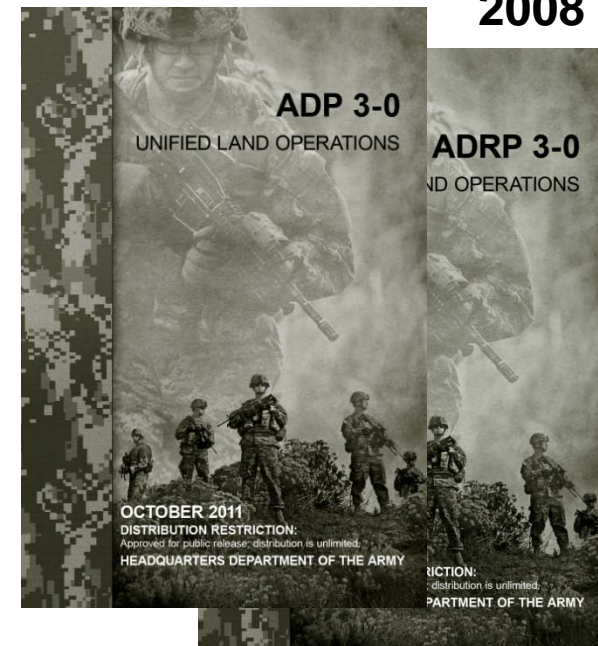
1905-1938: Field Service Regulations
 1939-2000: FM 100-5, Operations
 2001-2008: FM 3-0, Operations
 2011- : ADP/ADRP 3-0, Unified Land Operations

Enduring Themes

- **Emphasis on Leadership and Soldiers**
- **Importance of Initiative**
- **Mission Command**
- **The Operational Environment**
- **Simultaneous Offense, Defense, Stability or DSCA**
- **Concept of Combat Power**
- **Warfighting Functions**
- **Operations Process**
- **Joint Interdependence**
- **Principles of War**
- **Operational Art**
- **Unified Action**



2008



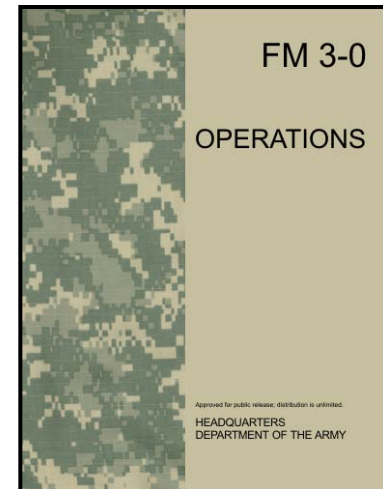
Changes

New, Added, or Significantly Modified

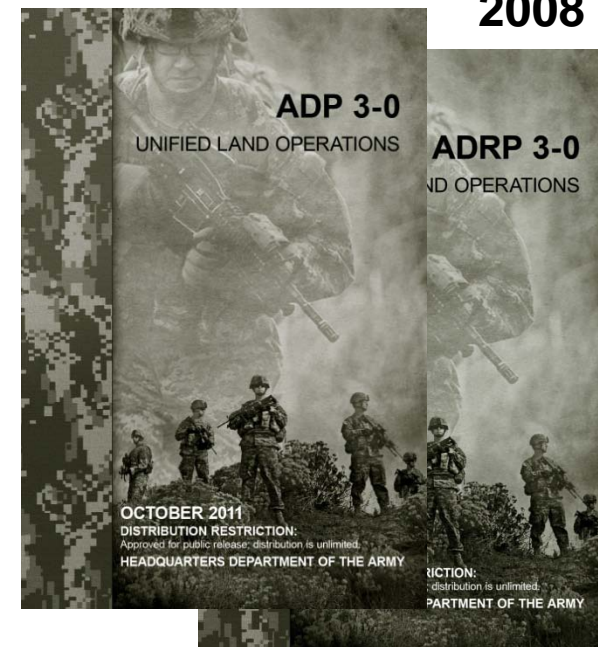
- Range of Military Operations
- Operational Concept - Unified Land Operations
- Decisive Action
- Core Competencies
- Tenets
- Operational Art
- Army Design Methodology
- Operational Framework

Eliminated

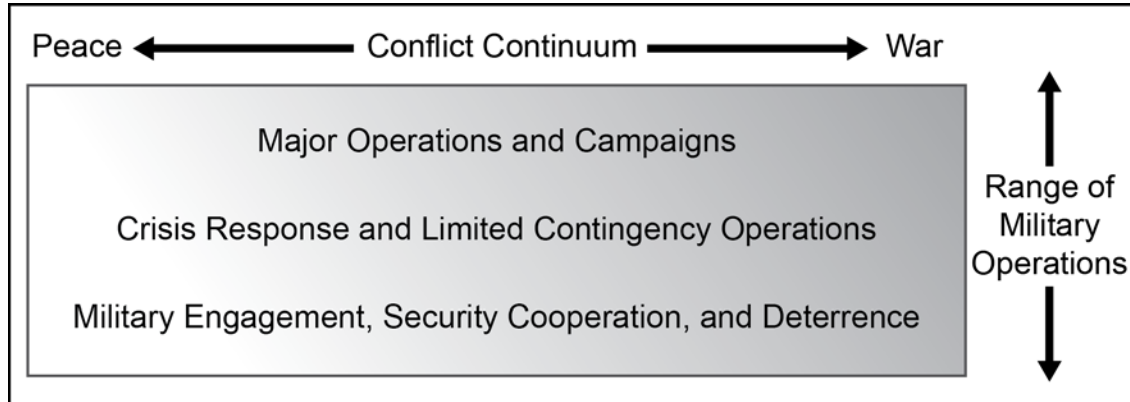
- Full Spectrum Operations
- Spectrum of Conflict
- Operational Themes



2008



Range of Military Operations



ROMO replaces both
Spectrum of Conflict and
Operational Themes

Arms Control and Disarmament (JP 3-0)	Noncombatant Evacuation (JP 3-68)
Civil Support/DSCA (JP 3-28 and FM 3-28)	Peace Operations (JP 3-07.3)
Combating Terrorism (JP 3-07.2)	Raid (FM 3-90)
Combating Weapons of Mass Destruction (JP 3-40)	Recovery Operations (JP 3-50 and FM 3-50.1)
Counterinsurgency (JP 3-24 and FM 3-24)	Security Force Assistance (AR 12-1 and FM 3-07.1)
Enforcement of Sanctions (JP 3-0)	Show of Force (JP 3-0)
Foreign Humanitarian Assistance (JP 3-29)	Stability Operations (FM 3-07)
Foreign Internal Defense (JP 3-22 and FM 3-05.202)	Strike (JP 3-0)
Homeland Defense (JP 3-27 and FM 3-28)	Unconventional Warfare (JP 3-05 and FM 3-05)
Large-scale Combat (FM 3-90)	

Unified Action

Central idea: synchronization, coordination, and/or integration of the activities of governmental and non-governmental entities with military operations to achieve unity of effort

Anticipated Operational Environment

- US must project power into region, opposed
- US must seize at least one base of operations (maybe more)
- Threat of WMD will require dispersal of US forces and decentralized operations
- Size of theater (space and population) will exceed US ability to control

To cope with these, we must...

Unified Land Operations

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

Executed through...

Decisive Action

offensive defensive stability DSCA

By means of...

Army Core Competencies

combined arms maneuver wide area security

Guided by...

Mission Command

To do this we must...

Develop operations characterized by flexibility, integration, lethality, adaptability, depth, and synchronization

Cognitively link tactical actions to strategic objectives

Organize effort within a commonly understood construct

Operations Structure

Provide a broad process for conducting operations

Provide basic options for visualizing and describing operations

Provide intellectual organization for common critical tasks

Tenets

Flexibility
Integration
Lethality
Adaptability
Depth
Synchronization

Operational Art

The pursuit of strategic objectives, in whole or in part, through the arrangement of tactical actions in time, space, and purpose

Operations Process

Plan
- Army Design
Methodology
- MDMP
- TLP
Prepare
Execute
Assess

Operational Framework

Decisive-Shaping-
Sustaining
Deep-Close-Security
Main and Supporting
Efforts

Warfighting Functions

Mission Command
Movement and
Maneuver
Intelligence
Fires
Sustainment
Protection

The Operational Environment

Anticipated Operational Environment

- US must project power into region, opposed.
- US must seize at least one base of operations (maybe more).
- Threat of WMD will require dispersal of US forces and decentralized operations.
- Size of theater (space and population) will exceed US ability to control.

A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (JP 1-02).

OPERATIONAL VARIABLES

PMESII-PT analysis of the operational environment provides the relevant information that senior commanders require to frame operational problems.

MISSION VARIABLES

METT-TC is a tool that enables Army leaders to synthesize operational information and local knowledge relevant to their missions and tasks in a specified AO.

POLITICAL
MILITARY
ECONOMIC
SOCIAL
INFORMATION
INFRASTRUCTURE
PHYSICAL ENVIRONMENT
TIME



MISSION
ENEMY
TERRAIN AND WEATHER
TROOPS AND SUPPORT AVAILABLE
TIME AVAILABLE
CIVIL CONSIDERATIONS

***Operational Environment replaces battlespace as a term.
Operational Environment is not the Area of Operations.***



The Operational Concept

“The Army’s operational concept is the core of its doctrine. It must be uniformly known and understood within the Service . . .”

Unified Land Operations

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

**Unified Land Operations replaces
Full Spectrum Operations as the
Army’s Operational Concept**

The operational concept describes how Army forces adapt to meet the distinct requirements of unified land operations . . . broad enough to describe operations now and in the near future . . . flexible enough to apply in any situation worldwide.



Decisive Action

- The simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities tasks.
- Operations outside the U. S. and its territories simultaneously combine three elements—offense, defense, and stability.
- Within the U. S. and its territories, decisive action combines the elements of defense support of civil authorities (DSCA) and, as required, offense and defense to support homeland defense.
- The emphasis on different elements of decisive action changes with echelon, time, and location.

Decisive Action replaces Full Spectrum Operations as the Army term for simultaneous combinations of Offense, Defense, and Stability/DSCA tasks.

Defense Support of Civil Authorities (DSCA) replaces Civil Support



Army Core Competencies

- **Combined Arms Maneuver** - is the application of the elements of combat power in unified action to defeat enemy ground forces; to seize, occupy, and defend land areas; and to achieve physical, temporal, and psychological advantages over the enemy to seize and exploit the initiative.
- **Wide Area Security** - is the application of the elements of combat power in unified action to protect populations, forces, infrastructure, and activities; to deny the enemy positions of advantage; and to consolidate gains in order to retain the initiative.
- Combined arms maneuver and wide area security provide the Army a focus and construct for understanding how Army forces use combined arms to achieve success.
- As core competencies, they uniquely define what the Army provides the joint force commander .



Combined Arms Maneuver

- **Physical advantages** may include the defeat or destruction of enemy forces or the control of key terrain, population centers, or critical resources and enablers.
- **Temporal advantages** enable Army forces to set the tempo and momentum of operations and decide when to give battle such that the enemy loses the ability to respond effectively.
- **Psychological advantages** impose fear, uncertainty, and doubt on the enemy, which serves to dissuade or disrupt the enemy's further planning and action.

Combined arms maneuver primarily employs defeat mechanisms against enemies and is dominated by offensive and defensive tasks.

- ***A defeat mechanism is the method through which friendly forces accomplish their mission against enemy opposition (destroy, dislocate, isolate, and disintegrate).***



Wide Area Security

- Army forces conduct security tasks over areas to deny the enemy the ability to maneuver to positions of advantage against friendly forces and to provide the joint force commander with reaction time and maneuver space.
- Army forces may assist the development of host-nation security forces, a viable market economy, the rule of law, and an effective government by establishing and maintaining security in an area of operations.

Wide area security primarily employs stability mechanisms against enemies and is dominated by stability tasks.

- ***A stability mechanism is the primary method through which friendly forces affect civilians in order to attain conditions that support establishing a lasting, stable peace (compel, control, influence, and support).***



Mission Command

Mission Command

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 unified land operations.

Guides

Mission Command Warfighting Function

The related **tasks** and **systems** that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions.

*The principles of mission command assist commanders and staff in balancing the **Art of Command** with the **Science of Control***

- Build cohesive teams through mutual trust
- Create shared understanding
- Provide a clear commander's intent

- Exercise disciplined initiative
- Use mission orders
- Accept prudent risk

*As a warfighting function, mission command consists of the related **tasks** and a **mission command system** that support the exercise of authority and direction by the commander.*

Commander Tasks:

- Drive the operations process through the activities of understand, visualize, describe, direct, lead and assess
- Develop teams, both within their own organizations and with unified action partners
- Inform and influence audiences, inside and outside their organizations

Leads

Supports

Staff Tasks:

- Conduct the operations process (plan, prepare, execute, assess)
- Conduct knowledge management and information management
- Conduct inform and influence activities
- Conduct cyber electromagnetic activities

*The mission command system **enables** the exercise of authority and direction by the commander.*

**Mission Command
replaces
Command and Control**

Mission Command System:

- Personnel
- Processes and Procedures
- Networks
- Facilities and Equipment
- Information Systems

**Battle Command
is rescinded as an
Army term**

Together mission command and the mission command warfighting function guides, integrates, and synchronizes Army forces throughout the conduct of unified land operations.

Tenets of Unified Land Operations

Flexibility
Integration
Lethality
Adaptability
Depth
Synchronization

The tenets of Unified Land Operations describe the Army's approach to generating and applying combat power in operations.

- **Flexibility:** Commanders employ a versatile mix of capabilities, formations, and equipment for the conduct of operations.
- **Integration:** Army forces do not operate independently but as a part of a larger joint, interagency, and frequently multinational effort; requires creating shared understanding and purpose through collaboration with all elements of the friendly force.
- **Lethality:** The capacity for physical destruction is fundamental to all other military capabilities and the most basic building block for military operations through organization, equipping, training, and employing their formations.
- **Adaptability:** Leaders and forces exhibit through critical thinking, their comfort with ambiguity and uncertainty, their willingness to accept prudent risk to create opportunities, and their ability to rapidly adjust while continuously assessing the situation.
- **Depth:** The extension of operations in space, time, purpose, or resources.
- **Synchronization:** The arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time (JP 2-0). It is the ability to execute multiple related and mutually supporting tasks in different locations at the same time, producing greater effects than executing each in isolation.



Operational Art

The pursuit of strategic objectives, in whole or in part, through the arrangement of tactical actions in time, space, and purpose

Operational art is the use of critical and creative thinking by commanders and staffs to design strategies, campaigns, major operations, battles, and engagements to organize and employ military forces.

Elements of Operational Art

End state and conditions

Center of Gravity

Decisive points

Lines of Operations and Lines of Effort

Operational reach

Basing

Tempo

Phasing and transitions

Culmination

Risk

- The pursuit of strategic objectives, in whole or in part, through the arrangement of tactical actions in time, space, and purpose.
- Operational art applies to all aspects of operations and integrates ends, ways, and means, while accounting for risk, across the levels of war.
- Operational art spans a continuum—from comprehensive strategic direction to concrete tactical actions.
- Army commanders plan and execute major operations, battles, engagements, and activities to achieve military objectives in support of the joint force commander's campaign plan.

The Army does not conduct campaigns.

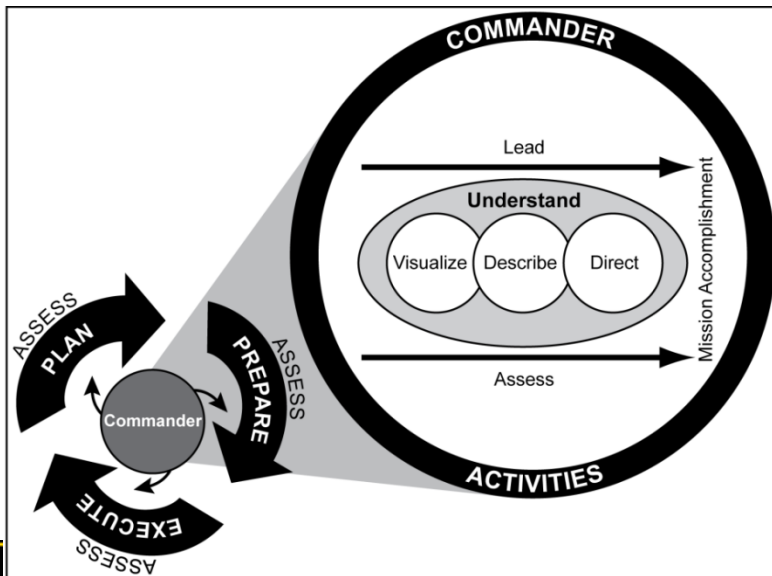
Joint force headquarters plan and execute campaigns and major operations, while Service...components of the joint force conduct subordinate supporting and supported major operations, battles, and engagements, not independent campaigns. JP 5-0, page II-22



Operations Process

Plan:
- Army Design Methodology (ADM)
- Military Decisionmaking Process (MDMP)
- Troop Leading Procedures (TLP)
Prepare
Execute
Assess

- The Army's overarching framework for exercising mission command.
- The major mission command activities performed during operations are: planning, preparing, executing, and continuously assessing the operation.
- These activities are not discrete; they overlap and recur as circumstances demand.
- Commanders drive the operations process through the activities of understanding, visualizing, describing, directing, leading, and assessing



Army Leaders employ three Planning Methods:

- Army Design Methodology
- Military Decisionmaking Process
- Troop Leading Procedures

Operational Framework

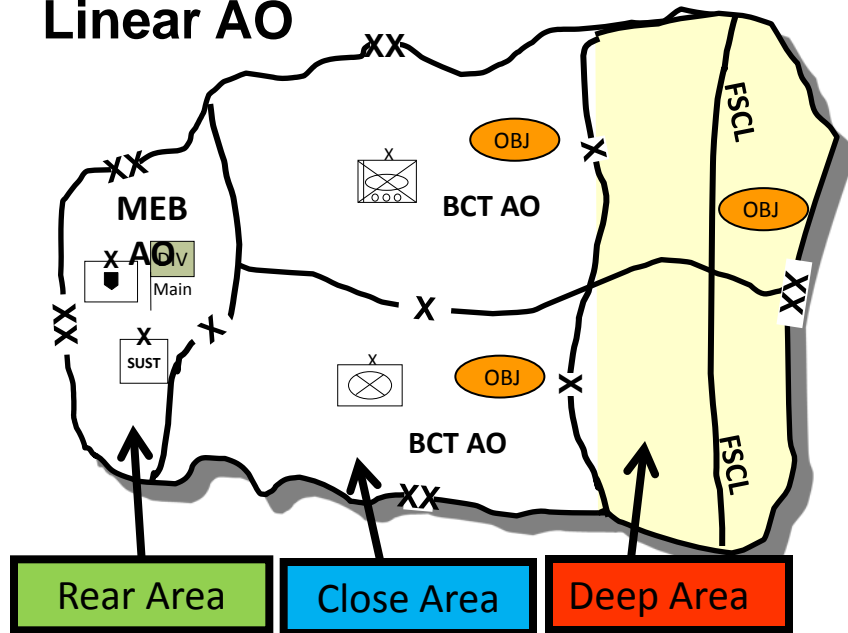
Operational Framework
Decisive-Shaping-Sustaining
Deep-Close-Security
Main-Supporting Efforts

The operational framework has three ways to conceptually organize operations.

- **Decisive-Shaping-Sustaining Operations:** The decisive-shaping-sustaining framework lends itself to a broad conceptual orientation based on **purpose**.
- **Deep-Close-Security Operations:** Historically associated with **terrain orientation**, but can be also applied to **temporal and organizational** orientations. ADRP 3-0 defines deep, close, and rear areas.
- **Main and Support Efforts:** The main and supporting efforts framework focuses on **prioritizing effort among subordinate units**.

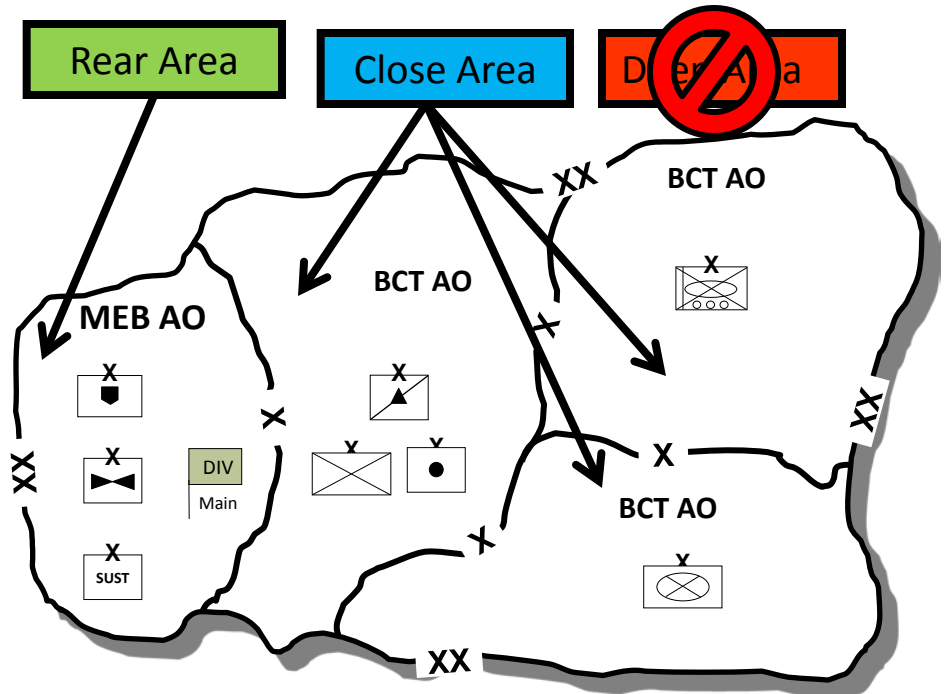


Linear AO



Authorities/Responsibilities when assigned an AO

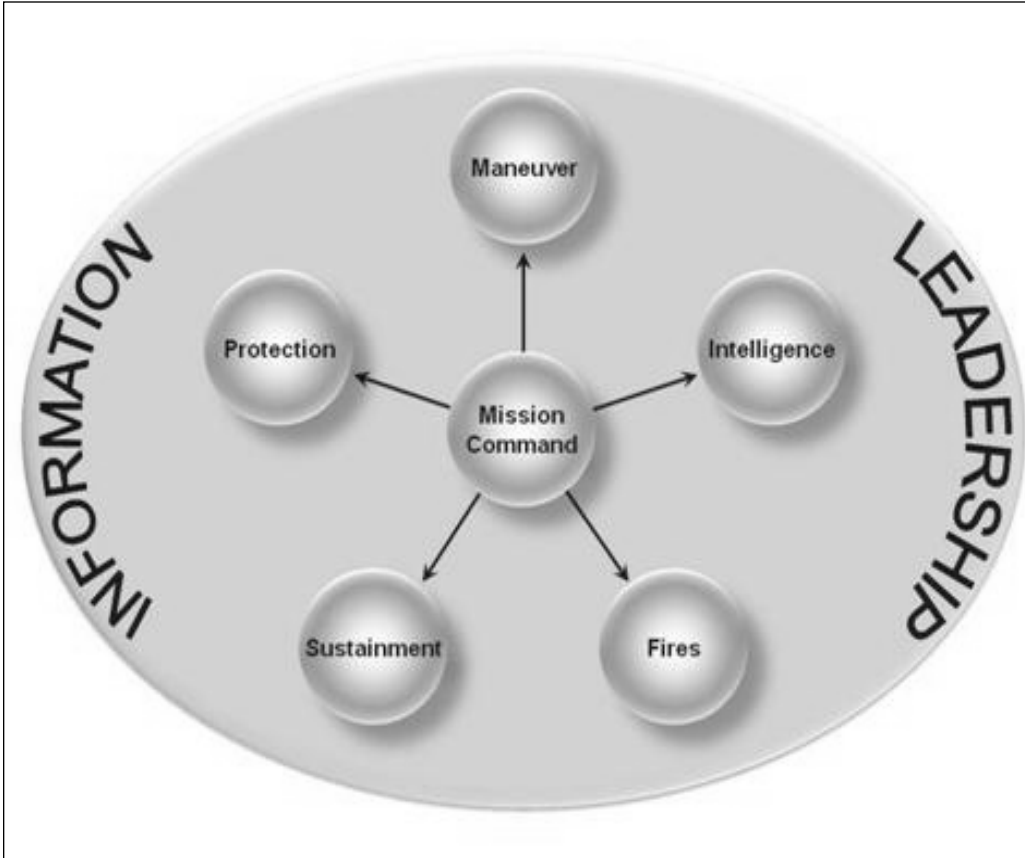
- Terrain Management
- Intelligence Collection
- Civil Affairs Activities
- Movement Control (air/ground)
- Clearance of Fires
- Security
- Personnel Recovery
- Environmental Considerations



Non-Linear & Non-Contiguous AO

Non-Linear & Contiguous AO

The Warfighting Functions



The Warfighting Functions align with the Joint operational and tactical functions, and parallel the USMC Warfighting Functions.

Changes to the tasks of the WFFs:

- AMD from Protection to Fires.
- Internment/Resettlement from Sustainment to Protection.
- EW from Fires to Mission Command.

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. Provides organization for common critical tasks.

