

CHAPTER 1

THE CHAIN OF COMMAND

References

Joint Doctrine Capstone and Keystone Primer, 30 May 1995
Joint Pub 3-0, Doctrine for Joint Operations, 1 February 1995
FM 1-0, The Army, 14 June 2001
FM 3-0, Operations, 14 June 2001
FM 100-7, Decisive Force: The Army in Theater Operations, 31 May 1995
A National Security Strategy for a New Century, December 1999
National Military Strategy: Shape, Respond, Prepare Now – A Military Strategy for a New Era - May 1997
Unified Command Plan, 2001

Foundation Lesson

“ Our national security strategy is designed to meet the fundamental purposes set out in the preamble to the Constitution:



...To provide for the common defense, promote the General Welfare, and secure the Blessings of Liberty to ourselves and our Posterity...

“Since the founding of the nation, certain requirements have remained constant. We must protect the lives and personal safety of Americans, both at home and abroad. We must maintain the sovereignty, political freedom and independence of the United States, with its values, institutions and territory intact. And, we must promote for the well being and prosperity of the nation and its people.”

A National Security Strategy for a New Century, December 1999

Students should read and understand this lesson before beginning any of the subsequent lessons in the book¹

Objective

The objective of this lesson is to:

- Understand the **National Security Strategy** (NSS)

¹ This lesson will also be reviewed on several occasions throughout LEDC. It is a primary lesson of reference for Combat Logistics.

- Provide an overview of the **National Military Strategy** (NMS) which will receive more attention in LESSON/CHAPTER 15 Force Projection.
- Understand the purpose of doctrine.
- Have a working knowledge of the United States Military Chain of Command.

Purpose of the Armed Forces

The Armed Forces are the Nation's military instrument for ensuring our security. Accordingly, the primary purpose of US Armed Forces is to deter threats of organized violence against the United States and its interests, and to defeat such threats should deterrence fail. The military is a complementary element of national power that stands with the other instruments wielded by our government. The Armed Forces' core competence is the ability to apply decisive military power to deter or defeat aggression and achieve our national security objectives.

Fighting and Winning Our Nation's Wars

Our Armed Forces' foremost task is to fight and win our Nation's wars. Consequently, America's Armed Forces are organized, trained, equipped, maintained, and deployed primarily to ensure that our Nation is able to defeat aggression against our country and to protect our national interests.

National Security Strategy

The Imperative of Engagement

Our strategic approach recognizes that we must lead abroad if we are to be secure at home, but we cannot lead abroad unless we are strong at home. We must be prepared and willing to use all appropriate instruments of national power to influence the actions of other states and non-state actors. Today's complex security environment demands that all our instruments of national power be effectively integrated to achieve our security objectives. We must have the demonstrated will and capabilities to continue to exert global leadership and remain the preferred security partner for the community of states that share our interests. We have seen in the past that the international community is often reluctant to act forcefully without American leadership. In many instances, the United States is the only nation capable of providing the necessary leadership and capabilities for an international response to shared challenges. American leadership and engagement in the world are vital for our security, thereby making our nation and the world safer and more prosperous as a result.

Core Objectives

The three core objectives of the National Security Strategy are:

- **Enhancing Our Security**
- **Bolstering Our Economic Prosperity**
- **Promoting Democracy Abroad**



1st Objective - **Enhancing Our Security**

Our strategy for enhancing US security recognizes that we face diverse threats requiring an integrated approach to defend the nation. This approach has three key components: we will **Shape** the international environment, **Respond** to crises and **Prepare** for an uncertain future.

Threats to US Interests

The current international security environment presents a diverse set of threats to our enduring goals and hence to our security. Success in countering these varied threats requires an **integrated approach** that brings to bear all the capabilities and assets needed to achieve our security objectives – particularly in this era when domestic and foreign policies are increasingly blurred.

- **Regional or State Centered Threats.** A number of states still have the capabilities and the desire to threaten our vital interests through coercion or aggression. They continue to threaten the sovereignty of their neighbors and international access to resources.
- **Transnational Threats:** Terrorism, international crime, drug trafficking, illicit arms trafficking, uncontrolled refugee migrations and environmental damage threaten U.S. interests, citizens and the U.S. homeland itself.
- **Spread of Dangerous Technologies:** Weapons of mass destruction pose the greatest potential threat to global stability and security. Proliferation of advanced weapons and technologies threatens to provide rogue states, terrorists and international crime organizations the means to inflict terrible damage on the United States, its allies and U.S. citizens and troops abroad.
- **Failed States:** We can expect that, despite international prevention efforts, some states will be unable to provide basic governance, services and opportunities for their populations, potentially generating internal conflict, humanitarian crises or regional instability. As governments lose their ability to provide for the welfare of their citizens, mass migration, civil unrest, famine, mass killings, environmental disasters and aggression against neighboring states or ethnic groups can threaten U.S. interests and citizens.
- **Foreign Intelligence Collection:** The threat from foreign intelligence services is more diverse, complex and difficult to counter than ever before.
- **Environmental and health Threats:** Environmental threats and health problems can undermine the welfare of U.S. citizens, and may well compromise our national security, economic and humanitarian interests abroad. Other environmental issues, such as competition over scarce fresh water resources and food, are a potential threat to stability overseas.

First Component: Shaping the International Environment

The United States has a range of tools at its disposal with which to shape the international environment in ways favorable to U.S. interests and global security. Shaping activities enhance U.S. security by promoting regional security and preventing

or reducing the wide range of diverse threats outlined above. These measures adapt and strengthen alliances and friendships, maintain U.S. influence in key regions and encourage adherence to international norms.

When signs of potential conflict emerge, or potential threats appear, we undertake initiatives to prevent or reduce these threats. Our shaping efforts also aim to discourage arms races, halt the proliferation of weapons of mass destruction, reduce tensions in critical regions and combat the spread of international criminal organizations. Increasingly, shaping the security environment involves a wide range of Federal agencies, some of which in the past have not been thought of as having such an international role.

• **Diplomacy.** Diplomacy is a vital tool for countering threats to national security. The daily business of diplomacy conducted through our missions and representatives around the world is an irreplaceable shaping activity.

- **International Assistance.** From the U.S.-led mobilization to rebuild post-war Europe to the more recent creation of export opportunities across Asia, Latin America and Africa, U.S. foreign assistance has assisted emerging democracies, helped expand free markets, slowed the growth of international crime, contained major health threats, improved protection of the environment and natural resources, slowed population growth and defused humanitarian crises. Crises are averted—and U.S. preventive diplomacy actively reinforced—through U.S. sustainable development programs that promote voluntary family planning, basic education, environmental protection, democratic governance and rule of law, and the economic empowerment of private citizens.

- **Arms Control and Nonproliferation Initiatives.** Arms control efforts are an essential element of our national security strategy. Effective arms control is really defense by other means. Nonproliferation initiatives enhance global security by preventing the spread of WMD, materials for producing them and the means of delivery.

- **Military Activities.** The U.S. military plays an essential role in building coalitions and shaping the international environment in ways that protect and promote U.S. interests. Through overseas presence and peacetime engagement activities such as defense cooperation, security assistance, and training and exercises with allies and friends, our armed forces help to deter aggression and coercion, promote regional stability, prevent and reduce conflicts and threats, and serve as role models for militaries in emerging democracies. These important efforts engage every component of the Total Force: Active, Reserve, National Guard and civilian.

- **International Law Enforcement Cooperation.** As threats to our national security from drug trafficking, terrorism and international crime increase, development of working relations between U.S. and foreign law enforcement and judicial agencies will play a vital role in shaping law enforcement priorities in those countries.

- **Environmental Initiatives.** Decisions today regarding the environment and natural resources can affect our security for generations. Environmental threats do not heed national borders and can pose long-term dangers to our security and well-being. Natural resource scarcities can trigger and exacerbate conflict. Environmental threats such as climate change, ozone depletion and the transnational movement of hazardous chemicals and waste directly threaten the health of U.S. citizens.

Second Component: Responding to Threats and Crises

Because our shaping efforts alone cannot guarantee the international security environment we seek, the United States must be able to respond at home and abroad to the full spectrum of threats and crises that may arise.

- **Transnational Threats.** Today, American diplomats, law enforcement officials, military personnel, members of the intelligence community and others are increasingly called upon to respond to growing transnational threats, particularly **terrorism, drug trafficking** and **international organized crime**.
- **Emerging Threats at Home.** Due to our military superiority, potential enemies, whether nations or terrorist groups, may be more likely in the future to resort to terrorist acts or other attacks against vulnerable civilian targets in the United States instead of conventional military operations. Threats to our homeland must be countered and we must prevent and prepare for:
 - ▶ Countering foreign intelligence collection,
 - ▶ Domestic preparedness against weapons of mass destruction (WMD),
 - ▶ Critical infrastructure protection, and
 - ▶ National security preparedness; and
 - ▶ Acts of terror directed against US citizens worldwide.
- **Smaller-Scale Contingencies.** Smaller-scale contingency operations encompass the full range of military operations short of major theater warfare, including humanitarian assistance, peace operations, enforcing embargoes and no-fly zones, evacuating U.S. citizens, reinforcing key allies, and limited strikes and intervention. These operations will likely pose the most frequent challenge for U.S. forces and cumulatively require significant commitments over time. These operations will also put a premium on the ability of the U.S. military to work closely and effectively with other U.S. Government agencies, non-governmental organizations, regional and international security organizations and coalition partners. The question of command and control in multinational contingency operations is particularly critical. *Under no circumstances will the President ever relinquish his constitutionally mandated command authority over U.S. forces, but there may be times when it is in our interest to place U.S. forces under the temporary operational control of a competent allied or United Nations commander.*
- **Major Combat Operations (MCO).** Fighting and winning major theater wars is the ultimate test of our Total Force—a test at which it must always succeed. For the foreseeable future, the United States, preferably in concert with allies, must remain able to deter and defeat large-scale, cross-border aggression in two distant theaters in overlapping time frames. Maintaining such a capability deters opportunism elsewhere while we are heavily committed to deterring or defeating aggression in one theater, or while conducting multiple smaller-scale contingencies and engagement activities in other theaters. It also provides a hedge against the possibility that we might encounter threats larger or more difficult than we expected. A strategy for deterring and defeating aggression in two theaters ensures we maintain the capability and flexibility to meet

unknown future threats, while continued global engagement helps preclude such threats from developing.

Third Component: Preparing Now for an Uncertain Future

We must prepare for an uncertain future even as we address today's security problems. This requires that we keep our forces ready for shaping and responding requirements in the near term, while at the same time evolving our unparalleled capabilities to ensure we can effectively shape and respond in the future. The military challenges of the 21st century, coupled with the aging of key elements of the U.S. force structure, require a fundamental transformation of our Military forces. Although future threats are fluid and unpredictable, U.S. forces are likely to confront a variety of challenges across the spectrum of conflict, including efforts to deny our forces access to critical regions, urban warfare, information warfare, and attacks from chemical and biological weapons. To meet these challenges, we must transform our forces by exploiting the Revolution in Military Affairs. Improved intelligence collection and assessment, coupled with modern information processing, navigation and command and control capabilities are at the heart of the transformation of our warfighting capabilities. Through a carefully planned and focused modernization program, we can maintain our technological superiority and replace Cold War-era equipment with new systems capable of taking full advantage of emerging technologies. With these advanced systems, the U.S. military will be able to respond rapidly to any contingency, dominate the battlespace and conduct day-to-day operations much more efficiently and effectively.

2nd Objective - Bolstering America's Economic Prosperity

The second core objective of our national security strategy is to Promote America's Economic Prosperity through efforts at home and abroad. Our economic and security interests are inextricably linked. Prosperity at home depends on stability in key regions with which we trade or from which we import critical commodities, such as oil and natural gas. Prosperity also demands our leadership in international development, financial and trade institutions. In turn, the strength of our diplomacy, our ability to maintain an unrivaled military, and the attractiveness of our values abroad, depend in large part on the strength of our economy and financial system. This objective will be achieved through:

- Strengthening Financial Coordination
- Promoting an Open Trading System
- Enhancing American Competitiveness through
 - ♦ Technological Advantage
 - ♦ Export Strategy and Advocacy Program
 - ♦ Enhanced Export Control
- Proving for Energy Security
- Promoting Sustainable Development Abroad

3rd Objective - Promoting Democracy Abroad

The third core objective of our national security strategy is to promote democracy and human rights. The number of states moving away from repressive governance toward democratic and publicly accountable institutions is impressive. Since the success of many of those changes is by no means assured, our strategy must focus on strengthening their commitment and institutional capacity to implement democratic reforms.

- **Emerging Democracies.** We seek international support in helping strengthen democratic and free market institutions and norms in countries making the transition from closed to open societies. This commitment to see freedom and respect for human rights take hold is not only just, but pragmatic, for strengthened democratic institutions benefit the United States and the world.
- **Adherence to Universal Human Rights and Democratic Principles.** We must sustain our efforts to press for political liberalization and respect for basic human rights worldwide, including in countries that continue to defy democratic advances. Working bilaterally and through multilateral institutions, the United States promotes universal adherence to international human rights and democratic principles.
- **Humanitarian Activities.** Our efforts to promote democracy and human rights are complemented by our humanitarian programs, which are designed to alleviate human suffering, help establish democratic regimes that respect human rights and pursue appropriate strategies for economic development. These efforts also enable the United States to help prevent humanitarian disasters with far more significant resource implications. We also must seek to promote reconciliation in states experiencing civil conflict and to address migration and refugee crises.

National Military Strategy

The foundations of the National Military Strategy (NMS) derive from the National Security Strategy (NSS). The National Military Strategy provides the advice of the Chairman of the Joint Chiefs of Staff (CJCS) in consultation with the Joint Chiefs of Staff and the Combatant Commanders on the strategic direction of the Armed Forces. In the 1997 and 1998 National Security Strategy and the QDR report, the President and the Secretary of Defense introduced an integrated strategic approach embodied in the terms Shape, Respond and Prepare Now. The NMS is based on these concepts. It builds on the premise that the United States will remain globally engaged to:

- ♦ **Shape** the international environment and create conditions favorable to US interests and global security.
- ♦ It emphasizes that the United States Armed Forces must **Respond** to the full spectrum of crises in order to protect United States national interests.
- ♦ It further states that as the United States Armed Forces pursue shaping and responding activities, it must also take steps to **Prepare Now** for an uncertain future.

National Military Objectives

To defend and protect US national interests, our national military objectives are to:

- ♦ To **Promote Peace and Stability** and, when necessary,
- ♦ To **Defeat Adversaries**.

US Armed Forces advance national security by applying military power as directed to help **Shape** *the international environment* and **Respond** *to the full spectrum of crises*, while we also **Prepare Now** *for an uncertain future*.

Elements of Strategy

Shaping the International Environment. US Armed Forces help shape the international environment through deterrence, peacetime engagement activities, and active participation and leadership in alliances. Critical to deterrence are our conventional warfighting capabilities and our nuclear forces. Deterrence rests on a potential adversary's perception of our capabilities and commitment, which are demonstrated by our ability to bring decisive military power to bear and by communication of US intentions. Engagement activities, including information sharing and contacts between our military and the armed forces of other nations, promote trust and confidence and encourage measures that increase our security and that of our allies, partners, and friends. By increasing understanding and reducing uncertainty, engagement builds constructive security relationships, helps to promote the development of democratic institutions, and helps keep some countries from becoming adversaries tomorrow.

Responding to the Full Spectrum of Crises. The US military will be called upon to respond to crises across the full range of military operations, from humanitarian assistance to fighting and winning major theater wars (MTW), and conducting concurrent smaller-scale contingencies. Our demonstrated ability to rapidly respond and to decisively resolve crises provides the most effective deterrent and sets the stage for future operations if force must be used. Should deterrence fail, it is imperative that the United States be able to defeat aggression of any kind. Especially important is the ability to deter or defeat nearly simultaneous large-scale, cross-border aggression in two distant theaters in overlapping time frames, preferably in concert with allies. The ability to rapidly defeat initial enemy advances short of their objectives in two theaters in close succession reassures our allies and ensures the protection of our worldwide interests. We must also be prepared to conduct several smaller-scale contingency operations at the same time, as situations may dictate the employment of US military capabilities when rapid action is required to stabilize a situation.

Preparing Now for an Uncertain Future. As we move into the next century, it is imperative that the United States maintain the military superiority essential to our global leadership. Our strategy calls for transformation of our doctrine and organizations and a stabilized investment program in robust modernization that exploits the Revolutions in Military Affairs (RMA) and Business Affairs (RBA).

Strategic Concepts

The National Military Strategy describes four strategic concepts that govern the use of our forces to meet the demands of the strategic environment.

- ♦ **Strategic Agility** is the timely concentration, employment and sustainment of US military power anywhere, at our own initiative, and at a speed and tempo that our adversaries cannot match. It is an important hedge against the uncertainty we face. It

allows us to conduct multiple missions, across the full range of military operations, in geographically separated regions of the world.

- ♦ **Overseas Presence** is the visible posture of US forces and infrastructure strategically positioned forward, in and near key regions. Forces present overseas promote stability, help prevent conflict, and ensure the protection of US interests. Our overseas presence demonstrates our determination to defend US, allied, and friendly interests while ensuring our ability to rapidly concentrate combat power in the event of crisis.
- ♦ **Power Projection** is the ability to rapidly and effectively deploy and sustain US military power in and from multiple, dispersed locations until conflict resolution. Power projection provides the flexibility to respond swiftly to crises, with force packages that can be adapted rapidly to the environment in which they must operate, and if necessary, fight their way into a denied theater.
- ♦ **Decisive Force** is the commitment of sufficient military power to overwhelm an adversary, establish new military conditions, and achieve a political resolution favorable to US national interests. Together, these four strategic concepts emphasize that America's military must be able to employ the right mix of forces and capabilities to provide the decisive advantage in any operation.

Strategic Goals and the Use of Force

The military component of the national security strategy focuses on the use of military force--in demonstration or operation--as an element of national power. Its combination with other elements of national power seeks to preserve, to protect, and to advance the vital interests of the United States. Military operations--in war or operations other than war--influence, and are influenced by, other elements of policy. **The objective of the military in war is victory over the opposing military force at the least cost to American soldiers.** How that victory contributes to the overall policy objectives is determined before the war is joined. War makes the most manifest use of military force. However, successful military operations in any form require that military commanders have a clear sense of strategic policy goals and objectives, how the use of military force fits into the overall national security strategy, and the desired military end state.

National security strategy and national military strategy, shaped by and oriented on national security policies, **provide strategic direction** for combatant commanders. Combatant commanders, in turn, provide guidance and direction through their **combatant command strategies and plan for the employment of military forces**, in conjunction with interagency and multinational forces, in the conduct of military operations.

Levels of War

The **levels of war** are **doctrinal** perspectives that clarify the links between strategic objectives and tactical actions. Although there are no finite limits or boundaries between them, the three levels are **strategic, operational, and tactical**. They apply to war and to operations other than war. The levels are defined based on their effect or contribution to achieving strategic, operational, or tactical objectives.

Doctrine

Doctrine is the statement of how America's Army, as part of a joint team, intends to conduct war and operations other than war. It is the condensed expression of the Army's fundamental approach to fighting, influencing events in operations other than war, and deterring actions detrimental to national interests. As an authoritative statement, doctrine must be definitive enough to guide specific operations, yet remain adaptable enough to address diverse and varied situations worldwide.

Doctrine touches all aspects of the Army. It facilitates communications between Army personnel no matter where they serve, establishes a shared professional culture and approach to operations, and serves as the basis for curriculum in the Army school system. Doctrine permeates the entire organizational structure of the Army and sets the direction for modernization and the standard for leadership development and soldier training.

Army forces today are likely to encounter conditions of greater ambiguity and uncertainty. Doctrine must be able to accommodate this wider variety of threats. In so doing, the Army is prepared to respond to these worldwide strategic challenges across the full range of possible operations as part of a joint and combined team.

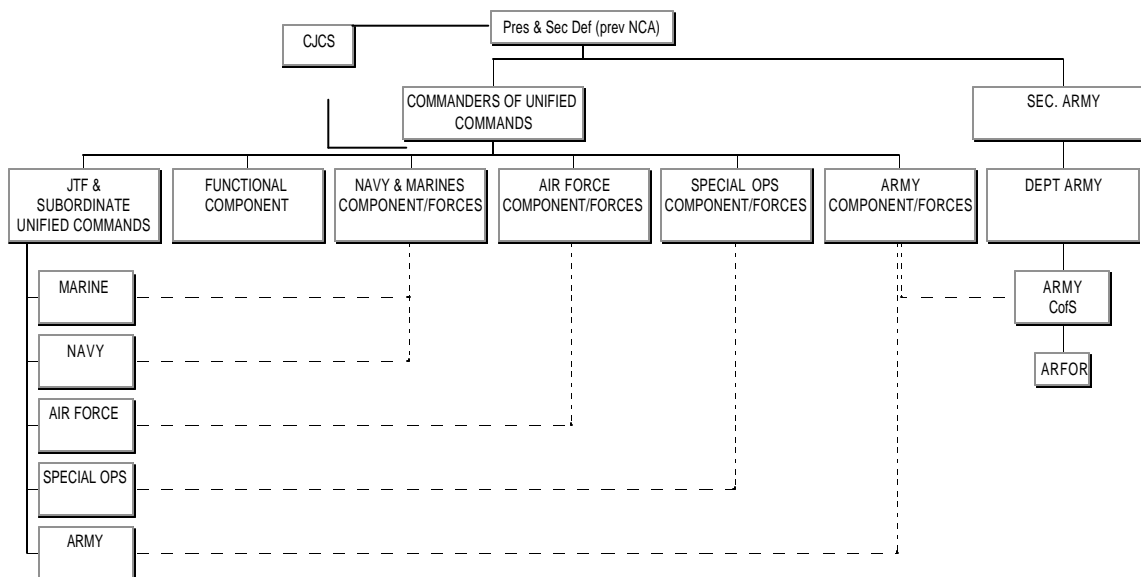


Figure 1-1. The Chain of Command

The Key Players (see Figure 1-1)



The President of the United States, advised by the National Security Council, is responsible to the American people for national strategic unity of effort.



The Secretary of Defense (SecDef) is responsible to the President for national military unity of effort for creating, supporting, and employing military capabilities.



The Chairman of the Joint Chiefs of Staff (CJCS) functions under the authority, direction, and control of the President and Secretary of Defense and

transmits communications between the President and Secretary of Defense and combatant commanders and oversees activities of combatant commanders as directed by the Secretary of Defense.

Commanders of Combatant Commands (COCOM) exercise combatant command (command authority) over assigned forces and are directly responsible to the PRESIDENT AND SECRETARY OF DEFENSE for the performance of assigned missions and the preparedness of their commands to perform assigned missions.

The Chain of Command



The President and Secretary Of Defense exercise authority and control of the Armed Forces through **a single chain of command with two distinct branches**. The first branch runs from the President, through the Secretary of Defense, directly to the **commanders of combatant commands** for missions and forces assigned to their commands.



The second branch, used for purposes other than operational direction of forces assigned to combatant commands, runs from the President, through the Secretary of Defense, to the Secretaries of the **Military Departments**.

The Military Departments, organized separately, each operate under the authority, direction, and control of the Secretary of Defense. The Secretaries of the Military Departments exercise authority, direction, and control through the individual Chiefs of the Services of their forces not specifically assigned to combatant commanders.

Combatant Commands



With the advice and assistance of the Chairman of the Joint Chiefs of Staff, **the President**, through the Secretary of Defense, **establishes combatant (unified or specified) commands** for the performance of military missions and prescribes the force structure of such commands.

Commanders of combatant commands are responsible to the President and Secretary Of Defense for the preparedness of their commands and for the accomplishment of the military missions assigned to them. **Combatant commanders are therefore the vital link** between those who determine national security policy and strategy and the military forces that conduct military operations designed to achieve national strategic objectives.

The term "**combatant commander**" refers to the **Commander** of both geographically and functionally organized combatant commands. The term "**geographic combatant commander**" refers to a combatant commander with a geographic AOR assigned by the President and Secretary Of Defense.

Based on guidance and direction from the President and Secretary Of Defense, **combatant commanders prepare strategic estimates, strategies, and plans** to accomplish the missions assigned by higher authority. Supporting combatant commanders and their subordinates ensure that their actions are consistent with the supported commander's strategy.

General responsibilities for combatant commanders are established by law (title 10, United States Code, section 164) and expressed in the Unified Command Plan and Joint Pub 0-2, "Unified Action Armed Forces (UNAAF)." Current AOR for the Geographic Commands are shown at Figure 1.2.



Figure 1 – 2. Geographic Commands AOR. ²

Relationships Between Combatant Commands and Military Departments

Continuous Coordination. The Joint Staff and Service headquarters play a critical role to ensure that combatant commanders' concerns and comments are effectively included/ advocated during the coordination among all components of the Department of Defense. The current locations of the Unified Command headquarters are shown in Figure 1-3.

Unified and Specified Commands

A **unified command** is a command with a **broad continuing mission** under a single commander and is composed of forces from two or more Military Departments and which is established by the President, through the Secretary of Defense, with the advice and assistance of the CJCS.

² These geographic regions will be in effect on 1 October 2002 in accordance with the 2001 Unified Command Plan (UCP).



Figure 1-3. Present locations of the Headquarters of the Unified Commands

Unified Commanders can adapt a command structure using any of the following options:

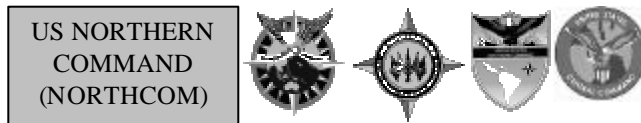
1. Subordinate Unified Command
2. Joint Task Force
3. Functional Component
4. Service Component
5. Single-Service Force (normally the geographic combatant commander assigns operations requiring a single-Service force to a Service Component)
6. Specific operational forces that, because of mission assigned and the urgency of the situation, must remain immediately responsive to the geographic combatant commander.

These options do not in any way limit the commanders' authority to organize their forces as they see fit. The combatant commanders are responsible for the development and production of joint operation plans. During peacetime, they act to deter war and prepare for war by planning for the transition to war and military operations other than war. During war, they plan and conduct campaigns and major operations to accomplish assigned missions.

A **Specified Command** is a command that has broad continuing missions and that is established by the President through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff. It normally is composed of forces from a **single Military Department** but it may include units and staff representation from other Services. There are currently no specified commands designated by the President and Secretary Of Defense.

Unified Commands: Geographical & Functional Basis

The Geographic Commands.



Establishing a unified command/joint force on a geographic area basis is the most commonly used method to assign responsibility for continuing operations. A unified commander/Joint Forces Commander (JFC) assigned a geographic area is considered an area commander. **Only commanders of Combatant Commands are assigned areas of responsibility. Subordinate joint force commanders are normally assigned joint operations areas.**

The Functional Commands.



Sometimes a unified command/joint force based solely on military functions without respect to a specific geographic region is more suitable in order to fix responsibility for certain types of continuing operations (e.g., the unified commands for transportation, space, special operations, and strategic operations). The commander of a joint force established on a functional basis is assigned a functional responsibility by the establishing authority.

The Service Component Commands

Unified Commands/JFCs have the **authority to organize forces to best accomplish the assigned mission** based on their concept of operations. The organization should be sufficiently flexible to meet the planned phases of the contemplated operations and any development that may necessitate a change in plan.

Administrative and logistic support for joint forces is provided through **Service component commands**. The JFC also may conduct operations through the Service component commanders or, at lower echelons, through Service force commanders. Functional component commands can be appropriate when **forces from two or more Services must operate in the same dimension or medium or there is a need to accomplish a distinct aspect of the assigned mission**. Functional component commands do not constitute a joint force. Most often, joint forces are organized with a combination of Service and functional component commands with operational

responsibilities. An example of a service component commander is the Army Service Component Commander (ASCC), formally known as the Theater Army Commander.

The senior army leader in unified or subunified command, beneath a combatant commander, is designated the ASCC. The senior army commander in the theater operates within the chain of command. He answers to the theater commander - known as the CINC - for operations and receives logistics and administration from his service. The ASCC prosecutes the logistics and administration responsibilities through administrative control (ADCON) authorized by the Secretary of the Army and the CSA.

ADCON is subject to the CINC's command authority (COCOM). The services operate under the authority, direction, and control of the SECDEF through the secretary of the military departments. This traditional service branch of the chain of command--for purposes of organizing, training, and equipping forces to fulfill specific combat functions and for administering and supporting such forces--runs from the President, through the SECDEF, to the Secretary of the Army, to the Department of the Army for Army forces (ARFOR) not assigned to a combatant commander. This service branch of the chain of command is separate and distinct from the chain of command of a combatant command.

CHAPTER 1: Chain of Command

Homework Assignment

Manuals Required to Complete Homework: FM 100-7

1. The senior army leader in a unified or sub-unified command beneath the combatant commander is designated the _____.

Ref. FM 100-7, Intro p V.

2. The _____ operate under the authority, direction, and control of the _____ through the secretary of the military departments. This traditional service branch of the chain of command--for purposes of _____, _____, and _____ forces to fulfill specific combat functions and for administering and supporting such forces--runs from the _____, through the _____, to the _____, to the _____ For ARFOR not assigned to a combatant commander.

Ref. FM 100-7, Intro p V.

3. The _____ prescribes the chain of command.

Ref. FM 100-7, p2-5.

4. The _____ placed the _____ within the chain of command to communicate the directions of the PRESIDENT AND SECRETARY OF DEFENSE.

Though he does not exercise military command over any combatant forces, all communications between the _____ and combatant commanders pass through the _____.

Ref. FM 100-7, p 2-5.

5. The _____, using ADCON authority, is responsible for _____, _____, _____, _____, _____, and _____ ARFOR assigned to the unified and specified commands. The emphasis of the service branch of the chain of command is _____ support to respective service forces. Training during peacetime, in preparation for war, and before commitment of forces is also a key element and task for the _____.

Ref. FM 100-7, p 2-6/7.

6. The _____, with the advice and assistance of the _____, establishes combatant commands (unified and specified) on a _____ or _____ basis. Regionally oriented unified commands are called theater combatant commands.

Ref. FM 100-7, p 2-9.

7. The _____, using the COCOM options, establishes the theater command structure. He may establish _____ JFCs (subunified commands and JTFs). These _____ may be established on a _____ or _____ basis.

Ref. FM 100-7, p 2-9.

8. A _____ is a command that has broad, continuing missions. The PRESIDENT AND SECRETARY OF DEFENSE, with advice and assistance of the _____, establishes a _____. A _____

_____ is composed normally of forces from a single military department. Still, it may include units and staffs from other services. Currently, _____ commands exist. Ref. FM 100-7, p 2-10.

9. _____ are those combatant commands with significant forces from two or more services. They may be _____ or _____ oriented.

Ref. FM 100-7, p 2-10.

10. Name the Functionally oriented (Global) Unified Commands.

- a.
- b.
- c.
- d.
- e.

Ref. TLOG Handbook.

11. Name the Regionally oriented (Theater) Unified Commands.

- a.
- b.
- c.
- d.
- e.

Ref. TLOG Handbook.

NOTES