

CHAPTER 2

FUNDAMENTALS OF ARMY OPERATIONS

References

FM 3-0, Operations, 14 Jun 2001
FM 100-10, Combat Service Support, 3 October 1995
FM 4-0/FM 100-10, Combat Service Support, 2001 (DRAFT)
FM 101-5-1, Operational Terms and Symbols, 30 September 1997

Objectives

- Demonstrate an understanding of the levels of war
- Identify the tenets of army operations
- Identify the CSS tactical logistics functions
- Identify and understand logistic characteristics
- Relate Mission, Enemy, Terrain, Troops, Time available, and Civilians (METT-TC) to logistics operations.

Background

This chapter will provide you with an overview of Army Operations, the levels of war, tenets of the Army Operations, Battlefield Operating Systems, Tactical Logistics Functions, Logistics characteristics and the concept of METT-TC.

The US Army's basic fighting doctrine is called **ARMY OPERATIONS** in recognition of the inherently three-dimensional nature of modern warfare. All ground actions above the level of the smallest engagements will be strongly affected by supporting air operations of one or both combatants.

The Levels Of War

Fundamental to the Army's doctrine is an appreciation of the levels of war--**Tactical, Operational, and Strategic**--that define the entire range of military operations and the links between tactical actions and strategic objectives (Fig. 2-1). The levels of war are defined more by the consequences of their outcome than they are by the echelon of involvement, although, as a general rule, the higher the echelon, the higher the level of war.

The levels of war apply not only to war but also to operations other than war (now called **Stability and Support Operations**). The **Strategic level** perspective is worldwide and long-range. It is concerned with national or, in specific cases, alliance or coalition objectives. This level consists of the art and science of employing the armed forces and other elements of national power during peace, conflict, and war to secure national security objectives. The **Operational level** provides the vital link between strategic objectives and tactical employment of forces. At the **Operational level** is the employment of military forces to attain strategic goals through the design, organization,

integration, and execution of battles and engagement into campaigns and major operations. In war, operational level of war determines when, where, and for what purpose major forces will fight over time. The **tactical level** of war is concerned with the execution of battles and engagements. On the battlefield, the primary focus of the tactical commander is winning battles and engagements in which he executes maneuvers and fires to achieve a specific objective. Higher commanders move tactical-level commanders in and out of battles and engagements. **Tactical battles and engagements are fought to achieve operational results.**

Successes and failures at the tactical level, as viewed by the operational-level commander, set the conditions for operational maneuver. There must be a continuous and seamless system of logistics support between all three levels. Each subordinate commander's intent must be framed and embedded within the context of the intent of the commander two echelons up. Intents must be '**nested**', both vertically and horizontally, to achieve a common end state throughout the command

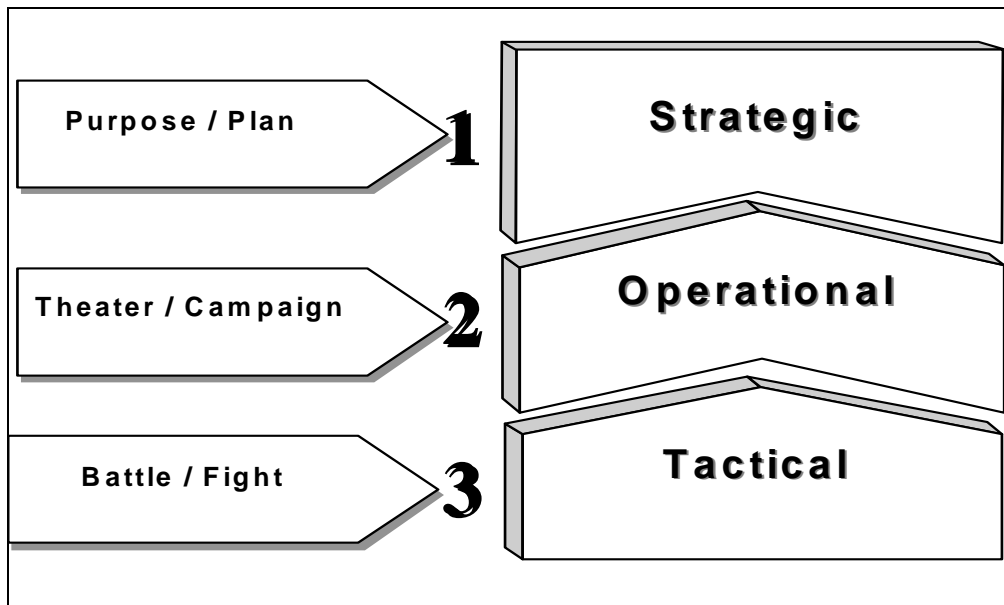


Figure 2-1. Levels of War

The Tenets Of Army Operations

Whenever Army forces are called upon to fight, they fight to win. Army forces in combat seek to impose their will on the enemy; in operations other than war; they seek to alter conditions to achieve their purpose. Victory is the objective, no matter the mission. Nothing short of victory is acceptable. The Army's doctrine describes its approach to generating and applying forces and force at the strategic, operational, and tactical levels.

The Army's success on and off the battlefield depends on its ability to operate in accordance with five basic tenets: initiative, agility, depth, synchronization, and versatility. **A tenet is a basic truth held by an organization.** The fundamental tenets of Army operations doctrine describe the characteristics of successful operations. All training and leadership doctrine and all combat, combat support, and combat service support doctrine derive directly from, and must support, the fundamental tenets.

The US Army believes that its five basic tenets are essential to victory. In and of themselves they do not guarantee victory, but their absence makes it difficult and costly to achieve.

Initiative: Initiative means setting or changing the terms of the battle by action. When applied to the force, initiative requires a constant effort to force the enemy to conform to our operational purpose and tempo while retaining our own freedom of action. When applied to individual soldiers and leaders, it is the ability to act independently within the framework of the commander's intent.

Agility: Agility is the ability of friendly forces to act faster than the enemy. Agility is not only a physical quality, but also a mental quality and requires soldiers and leaders to be able to think on their feet. By being able to "read" the battlefield and react quickly to unexpected changes, we can capitalize on opportunities to secure success.

Depth: Depth is the extension of operations in space, time, and resources. Through the use of depth, a commander obtains the necessary space to maneuver effectively; the necessary time to plan, arrange, and execute operations; and the necessary resources to win.

Synchronization: Synchronization is the arrangement of battlefield activities in time, space, and purpose to produce maximum combat power at the decisive point.

Versatility: Versatility is the ability to shift focus, to tailor forces, and to move from one mission to another rapidly and efficiently. It implies a capacity to be multifunctional, to operate across regions throughout the full range of military operations, and to perform at the tactical, operational, and strategic levels. Versatility ensures that units can conduct different operations, either sequentially or simultaneously, with the same degree of success.

Combat Functions

To ensure that all elements of the organization's combat power are directed toward accomplishing the overall mission, a commander must synchronize the major functions that occur on the battlefield. Commanders integrate and coordinate these functions to synchronize battle effects in time, space, and purpose.

These functions are referred to as the **Battlefield Operating Systems (BOS)** and include:

- **Intelligence**
- **Maneuver**
- **Fire Support**
- **Air Defense**
- **Mobility and Survivability**
- **Combat Service Support (CSS)**
- **Battle Command**

Combat Service Support Functions (FM 3.0)

CSS is a major component of sustaining operations. The art of CSS involves projecting a strategically responsive force that generates decisive combat power. Successful application of the art of CSS requires proper synchronization between operational and tactical commanders and their CSS commands. Effective synchronization of operational and tactical requirements enables force commanders to initiate and sustain operations and extend their operational reach. **Combat service support reach operations involve the operational positioning and efficient use of all available CSS assets and capabilities, from the industrial base to the soldier in the field. (FM 3.0)**

CSS consists of many interrelated functions. Planning, managing, and executing support involves synchronizing and integrating them. **At all levels of operations**, the key CSS functions include—

- **Supply.** Acquire, manage, receive, store, and issue all classes of supply (except Class VIII) required to equip and sustain Army forces. Supply also covers the turn-in, exchange, and/or disposition of items (see JP 4-0; JP 4-03; FM 4-20).
- **Maintenance.** Keep materiel in a serviceable, operational condition, return it to service, or update and upgrade its capability (see FM 3-04.500; FM 4-30.2).
- **Transportation.** Move and transfer units, personnel, equipment, and supplies to support the concept of operations (see JP 4-01; FM 4-01).
- **Field services.** Feed, clothe, and provide personal services for soldiers. Field services include clothing exchange, laundry, shower, textile repair, mortuary affairs, aerial delivery, and food services (see JP 4-06; FM 4-20).
- **Combat health support.** Maintain the force by preventing disease non-battle injury (DNBI) casualties; clearing the battlefield of casualties; providing forward medical treatment; providing en route care during medical evacuation; ensuring adequate Class VIII supplies and medical equipment are available; and providing veterinary, dental, and laboratory services (see JP 4-02; FM 4-02).

- **Explosive ordnance disposal (EOD).** Neutralize domestic or foreign conventional, nuclear, chemical, and biological munitions and devices that present a threat to military operations and civilian facilities, materiel, and personnel (see FM 3-100.38; FM 4-30.12).
- **Human resources support.** Provide all the activities and systems needed for manning the force, personnel support, and personnel services to service members, their families, DA civilians, and contractors. These activities include personnel accounting; casualty management; essential services; postal operations; and morale, welfare, and recreation.
- **Financial management operations.** Financial management operations provide finance and resource management services to commanders. Finance services include pay for vendors, services, accounting, central funding, technical advice, and policy guidance. Resource management services include technical advice to commanders on resource management implications and on the costs of preparing and conducting operations (see JP 1-06; FM 1-06).
- **Religious support.** Provide and perform religious support operations for the commander to protect the soldiers', family members', and authorized civilians' free exercise of religion. This includes the personal delivery of rites, sacraments, ordinances, spiritual care, religious counseling, spiritual fitness training and assessment, religious worship services, and advice to the command on matters of religion, morals, morale, and coordination with nongovernmental organizations (NGOs) and private voluntary organizations as appropriate (see JP 1-05; FM 1-05).
- **Legal support.** Perform operational law duties and provide advice and services in military justice, international law, administrative law, civil law, claims, and legal assistance in support of the command, control, and sustainment of operations (see FM 1-04).
- **Band Support.** Provide music to enhance unit cohesion, morale, and to musically support the entire spectrum of military operations. Support information operations, and should be integrated into public affairs, civil affairs, and psychological operations plans. When the musical mission of bands is no longer feasible due to the intensity of conflict, augment security operations for command posts, or augment perimeter security for enemy prisoner of war and civilian internee operations (see FM 1-08).

General engineering and contract support also support sustaining operations. General engineering involves constructing, repairing, operating, and maintaining infrastructure and facilities to enhance provision of sustainment and services (see JP 4-04; FM 3-34.250). Contracting support obtains and provides supplies, services, and construction labor and materiel. Contracting often provides a responsive option or enhancement to support the Force (see FM 4-100.2).



COMBAT SERVICE SUPPORT CHARACTERISTICS (FM 3.0)

Force commanders visualize and describe the concept of CSS together with their CSS commanders. To help them describe the considerations required to conduct (plan, prepare, execute, and assess) successful operations, commanders view CSS characteristics from the perspective of the overall operation. CSS characteristics are integrated throughout the operational framework, guide prudent planning, and assist the staff in developing the support plan. (FM 4-0 discusses the relationship between joint logistic and joint personnel principles and the US Army CSS characteristics). CSS characteristics seldom exert equal influence, and their importance varies by situation. The commander identifies CSS characteristics having priority during an operation; they become the foundation for preparing the concept of CSS. The CSS characteristics are:

- **Responsiveness.** Responsiveness is the crucial characteristic of CSS. It means providing the right support in the right place at the right time. Responsiveness includes the ability to foresee operational requirements. It involves identifying, accumulating, and maintaining the minimum assets, capabilities, and information necessary to meet support requirements. On the other hand, the force that accumulates enough material and personnel reserves to address every possible contingency usually cedes the initiative to the enemy.
- **Simplicity.** Simplicity means avoiding complexity in both planning and executing CSS operations. Mission orders, drills, rehearsals, and standing operating procedures (SOPs) contribute to simplicity.
- **Flexibility.** The key to flexibility lies in the expertise for adapting CSS structures and procedures to changing situations, missions, and concepts of operations. CSS plans and operations must be flexible enough to achieve both responsiveness and economy. Flexibility may include improvisation. Improvisation is the ability to make, invent, or arrange for what is needed from what is at hand. Improvised methods and support sources can maintain CSS continuity when the preferred method is undefined or not usable to complete the mission.
- **Attainability.** Attainability is generating the minimum essential supplies and services necessary to begin operations. Commanders determine minimum acceptable support levels for initiating operations.

- **Sustainability.** Sustainability is the ability to maintain continuous support during all phases of campaigns and major operations. CSS planners determine CSS requirements over time and synchronize the delivery of minimum sustainment stocks throughout the operation.
- **Survivability.** Being able to protect support functions from destruction or degradation equates to survivability. Robust and redundant support contributes to survivability, but may run counter to economy.
- **Economy.** Resources are always limited. Economy means providing the most efficient support to accomplish the mission. Commanders consider economy in prioritizing and allocating resources. Economy reflects the reality of resource shortfalls, while recognizing the inevitable friction and uncertainty of military operations.
- **Integration.** Integration consists of synchronizing CSS operations with all aspects of Army, joint, interagency, and multinational operations. The concept of operations achieves this through a thorough understanding of the commanders' intent and synchronization of the CSS plan. Integration includes coordination with and mutual support among Army, joint, multinational, and interagency CSS organizations. CSS characteristics are integrated throughout the operational framework. They guide prudent planning and assist the staff in developing the CSS plan (see JP 1-0; JP 4-0; FM 4-0).

METT-TC *Mission, enemy, terrain (& weather), troops, time available, and civilian considerations* --

The goal of CSS is to enable the commander to execute the mission by providing the right resources at the right time and place. This is a complex process, and is only possible through extensive coordination and management. To accomplish the mission, logisticians use the acronym **METT-TC** to describe the factors that must be considered during the planning or execution of a tactical operation.

Mission: CSS at all levels must anticipate and understand support requirements as the first step in ensuring the capability to support the commander's plan. CSS efforts begin with the translation of potential Army missions into resource requirements. Includes specified, implied, and essential tasks.

Enemy: Current information concerning the enemy's strength, location, disposition, activity, equipment, capability and determination as to the enemy's probable course of action. As a CSS planner, knowing the enemy may lead you to alternative CSS options for the support of various combat phases.

Terrain: (includes weather): Information about vegetation, soil type, hydrology, climate conditions, and light data is analyzed to determine the impact the environment can have on current and future operations for both enemy and friendly operations. CSS managers will use this to their vantage, e.g. by adjusting stockage levels or requesting new items based on climate.

Troops: The quality, level of training and psychological state of friendly forces, to include the availability of weapon systems and critical equipment. For CSS this could mean adjusting figures to take into account APOD arrivals, DoD civilians under LSE, and reconstitution.

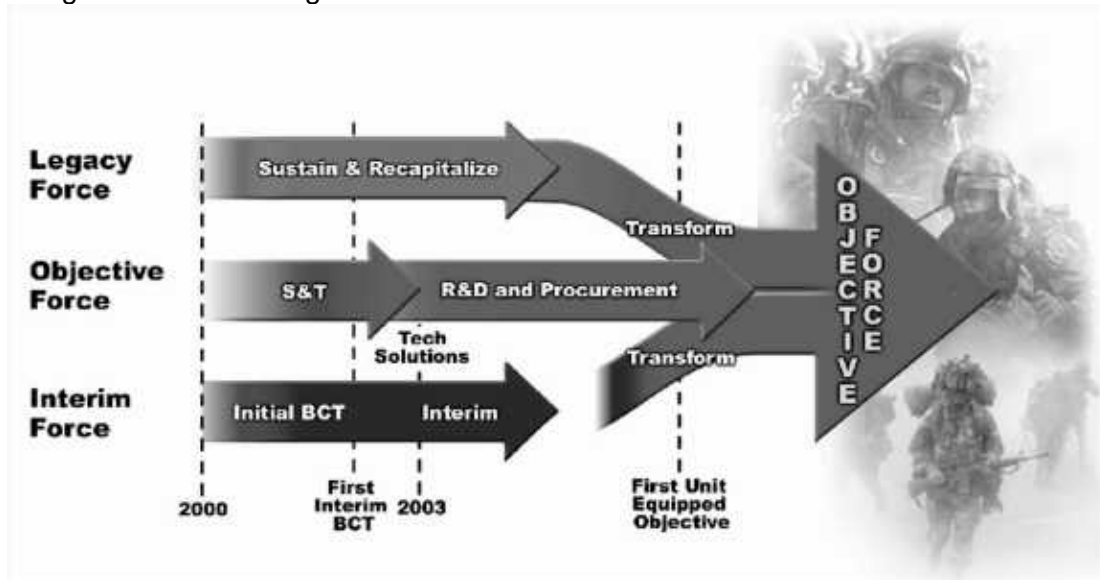
Time Available: The time available to plan, prepare and execute operations is considered for both enemy and friendly forces. A critical portion of the CSS domain is getting the supplies to the right location on time. The timeliness of deployed assets have been responsible for the success and failure of numerous battles.

Civilian Considerations: **(NEW TERM)**: The modern battlefield is an increasingly complex place to operate, and more and more civilian concerns and considerations are affecting the conduct of military operations. During planning you must consider not only the effects of collateral damage and determine methods to reduce it, but also how you will negotiate civilian checkpoints, pass through towns and villages, handle displaced refugees, and many other aspects of the area of operations we, up to now, had not allowed to impact on strictly military operations. This includes not only civilians but also contractors support the operation.



Army Transformation.

Transformation of the United States Army is the most recent initiative of the Chief of Staff, General Shinseki. The impact on future logistics will be significant, and preparation now, will pay dividends when it will be most needed. The path towards this goal is shown at Figure 2.2.



Army Transformation ...Responsive, Deployable, Agile, Versatile, Lethal, Survivable, and Sustainable.

Figure 2.2. "We will transform the most respected Army in the World into a strategically responsive force that is dominant across the full spectrum of operations. We will proceed along three major paths – the *Objective Force*, the *Legacy Force*, and the *Interim Force*." GEN Shinseki CSA. Nov 99.

The Objective Force

- The critical transformation path leads to the Objective Force with the characteristics and capabilities as reflected on the bottom Figure 2.2; e.g., Deployability that will enable the placement of a combat capable brigade anywhere in the world in 96 hours; put a division on the ground in 120 hours; and five divisions on the ground in theater in 30 days.
- Today, the Science and Technology community is working hard on the questions which must be resolved to achieve the vision; e.g., How to reduce the weight of combat vehicles while increasing lethality? How to increase deployability without sacrificing survivability? How to reduce in-theater logistics? The challenge is to prepare the set of technological answers for the research and development plans by 2003.
- The Objective Force will encompass the entire Army.

The Legacy Force:

- At the same time, large portions of the Army as we know it today, will be retained. This is the Legacy Force and it will be retained by recapitalizing it through the continuation of existing modernization programs, such as the insertion of digital technologies. This will be part of the force, which will be used for war should an adversary miscalculate anytime in the next 15 years or so.

The Interim Force:

- Bridging the gap in capabilities between the Army of today and the Objective Force, starts with the **Initial Brigade Combat Teams (IBCT)** being formed at Fort Lewis, Washington. This is the force that will validate an organizational and operational model for the **Interim Force**. Based on this validated structure, we will field the Interim Force with current, off-the-shelf technology. The **Interim Armored Vehicle**, for example, which will be procured from 2001, will be used to equip Interim Force units until we are ready to begin fielding the Objective Force.

Joint Vision 2020

- Joint Vision 2020 builds upon and extends the conceptual template established by Joint Vision 2010 to guide the continuing transformation of America's armed forces. The primary purpose of those forces has been and will be to fight and win the nation's wars. In 2020, the nation will face a wide range of interests, opportunities and challenges that will require our military to win wars and contribute to peace. Our armed forces must be faster, more lethal and more precise in 2020, and we must therefore continue to invest in and develop new military capabilities.
- As first explained in JV 2010, and dependent upon realizing the potential of the information revolution, today's capabilities of maneuver, strike, logistics and protection will become:



- *Dominant Maneuver*
- *Precision Engagement*
- *Focused Logistics*
- *Full Dimensional Protection*

Focused Logistics

Focused logistics is the ability to provide the joint force the right personnel, equipment, and supplies in the right place, at the right time, and in the right quantity, across the full spectrum of military operations. This will be made possible through a real-time, web based information system providing total asset visibility as part of a common relevant operational picture, effectively linking the operator and logistician across Services and support agencies. Through Transformational innovations to organizations and processes, focused logistics will provide the Joint Warfighter with the necessary support for all functions.

CHAPTER 2: Fundamentals of Army Operations Doctrine

Homework Assignment

Manuals Required to Complete Homework: FM 3-0 and Chapter 2 of the Theater Logistics Handbook.

1. List the levels of war and describe the relationship between them:
 - a.
 - b.
 - c.
2. What are the five basic tenets of Army operations and how are they essential to victory?
 - a.
 - b.
 - c.
 - d.
 - e.
3. Identify and describe each of the battlefield operating systems (BOS):
 - a.
 - b.
 - c.
 - d.
 - e.
 - f.
 - g.
4. What are the eleven Combat Service Support Functions, define each one:

a.

b.

c.

d.

e.

f.

g.

h,

i.

k.

l.

5. How do engineering and contract support assist in sustaining operations?

Engineering:

Contracting:

6. What are the eight combat service support characteristics and how do they facilitate effective, efficient operations?

a.

b.

c.

d.

e.

f.

g.

h.

7. The goal of CSS is to

8. To accomplish the mission, logisticians use the acronym METT-TC to describe the factors that must be considered during planning or execution of a tactical operation. Describe what METT-TC stands for and how it effects CSS operations:

M: _____

E: _____

T: _____

T: _____

T: _____

C: _____