FM 100-5
OPERATIONS

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DEPARTMENT OF THE ARMY

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Field Manual
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PREFACE

The mission of the United States Army is to protect and defend the Constitution of the United States of America. The Army does this by deterring war and, when deterrence fails, by achieving quick, decisive victory on and off the battlefield anywhere in the world and under virtually any conditions as part of a joint team. How the Army thinks about accomplishing its mission is the subject of this manual.

The US Army is doctrine-based doctrinally capable of handling large campaigns as well as combat in a variety of scenarios. FM 100-5 is the Army's keystone warfighting doctrine. It is a guide for Army commanders. It describes how to think about the conduct of campaigns, major operations, battles, engagements, and operations other than war. It addresses fundamentals of a force-projection army with forward-deployed forces. It applies to the Total Army, active and reserve components as well as Army civilians. Finally, FM 100-5 furnishes the authoritative foundation for subordinate doctrine, force design, materiel acquisition, professional education, and individual and unit training.

Army operations doctrine builds on the collective knowledge and wisdom gained through recent conduct of operations combat as well as operations other than war numerous exercises, and the deliberate process of informed reasoning throughout the Army. It is rooted in time-tested principles and fundamentals, while accommodating new technologies and diverse threats to national security.

This keystone manual links Army roles and missions to the National Military Strategy, of which power projection is a fundamental principle. Thus, force projection the military's ability to respond quickly and decisively to global requirements is fundamental to Army operations doctrine. The Army recognizes that it will normally operate in combination with air, naval, and space assets to achieve the overall strategic aim of decisive land combat. It also recognizes that operations outside the United States will usually be in conjunction with allies.

The proponent of this manual is HQ TRADOC. Send comments and recommendations on DA Form 2028 directly to Commander, US Army Training and Doctrine Command, ATTN: ATDO-A, Fort Monroe, VA 23651-5000.

Unless this publication states otherwise, masculine nouns or pronouns do not refer exclusively to men.

INTRODUCTION

The Army's doctrine lies at the heart of its professional competence. It is the authoritative guide to how Army forces fight wars and conduct operations other than war. As the Army's keystone doctrine, FM 100-5 describes how the Army thinks about the conduct of operations. FM 100-5 undergirds all of the Army's doctrine, organization, training, materiel, leader development, and soldier concerns.

Never static, always dynamic, the Army's doctrine is firmly rooted in the realities of current capabilities. At the same time, it reaches out with a measure of confidence to the future. Doctrine captures the lessons of past wars, reflects the nature of war and conflict in its own time, and anticipates the intellectual and technological developments that will bring victory now and in the future.

Winning wars is the primary purpose of the doctrine in this manual. Since wars are fought for strategic purposes, the doctrine addresses the strategic context of the application of force. Since battle is translated into strategic objectives by operational art, a major portion of the manual addresses the operational level of war. And, since all operations must be based on sound tactics, a major portion of the text covers tactics. The manual also addresses the related fields of joint and combined operations, logistics, the environment of combat, and operations other than war. But, its primary focus is warfighting and how commanders put all the elements together to achieve victory at least cost to American soldiers.

Doctrine derives from a variety of sources that profoundly affect its development: strategy, history, technology, the nature of the threats the nation and its armed forces face, interservice relationships, and political decisions that allocate resources and designate roles and missions. The advent of Active Defense in 1976 was preceded by the emergence of a new order of weapon lethality that was dramatically revealed in the Arab-Israeli War of 1973. The doctrine of that era also reflected a decreased role for the US Army in the evolving national strategy that followed the country's decade-long experience in Southeast Asia. The 1976 doctrine set as its priority the defense of NATO Europe against a quantitatively superior Warsaw Pact. It accepted force ratios as a primary determinant of battle outcomes and argued the virtues of armored warfare and the combined arms team.

By 1982, rising defense budgets and a stronger recognition of the possibility of worldwide commitment of Army forces combined with a sharpened appreciation of operational depth and maneuver to formulate a more fluid doctrine. The notion of stronger interservice integration, introduced as "air-land battle" in 1976, solidified to AirLand Battle doctrine in the 1982 version of FM 100-5. The ability to see deep translated into recognition of the need to fight deep a reality fully achieved after the publication of the Army's revised AirLand Battle doctrine in 1986, which emphasized operational art.

The Army's ideas about warfighting were evolving in a number of key areas: from service independence (an unequivocal claim in the 1954 FM 100-5) to service interdependence; from defense to offense and then to a more proper balance between the two; from battlefield linearity to greater fluidity; from set-piece battle to simultaneous operations throughout the depth of the battlefield. Throughout, doctrine reflects the adaptation of technology to new weapons systems and capabilities, organizations, missions, training, leader development, and soldier support. In this way, doctrine continues to be the Army's engine of change.

The 1993 doctrine reflects Army thinking in a new, strategic era. This doctrine recognizes that the Cold War has ended and the nature of the threat, hence the strategy of the United States as well, has changed. This doctrine reflects the shift to stronger joint operations, prompted by the Goldwater-Nichols Act of 1986. This doctrine considers the high quality of Army leaders and soldiers. It causes AirLand Battle to evolve into a variety of choices for a battlefield framework and a wider interservice arena, allows for the increasing incidence of combined operations, recognizes that Army forces operate across the range of military operations. It is truly doctrine for the full dimensions of the battlefield in a force-projection environment.

This doctrine retains the best of all the doctrine that has gone before and expands upon it as appropriate. The battlefield framework has been revised to allow practitioners of Army operations a wider range of options in which to organize their forces on the terrain. It also recognizes that the Army is the only national contingency force capable of achieving land dominance.

This manual offers a doctrine for full-dimension operations. And, despite the removal of the Army's tactical nuclear weapons from its inventories, this doctrine recognizes that the primary purpose of the Army is deterrence; but, should deterrence fail, the Army's purpose is to win the nation's wars by fighting as part of a joint force of the United States. The doctrine provides for a force-projection army that can build and sustain substantial combat power in remote regions of the globe.

As with all previous Army keystone doctrine, this doctrine provides direction for the Army and reflects its progress through the years. Baron von Steuben's 1779 Regulations for the Order and Discipline of the Troops of the United States (the antecedent of our modern-day FM 100-5) was not penned in a setting of well-ordered formations and well-disciplined troops; but it allowed for their creation and led to a highly professional Army that generations later stands foremost in the world. It reflects the collective wisdom of our Army against the background of history. It reflects the lessons learned from recent experiences and the setting of today's strategic and technological realities. It considers the nature of today's threats. It is a doctrine for the entire Army, one that seeks nothing less than victory for the United States—now and in the future.

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CHALLENGES FOR THE US ARMY

The United States Army exists to support and defend the Constitution of the United States. It does that by deterring war and, if deterrence fails, by providing Army forces capable of achieving decisive victory as part of a joint team on the battlefield—anywhere in the world and under virtually any conditions.

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THE ROLE OF 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.

Conditions or events that would cause forces to be employed will challenge Army forces. Such conditions include drug trafficking, natural or man-made disasters, regional conflicts, civil wars, insurgencies, and intimidation by irrational and often ruthless extremists who have available for their use all manner of weapons and systems, including weapons of mass destruction.

Regional challenges will confront Army forces with an adversary whose system of beliefs interprets differently such fundamental ideas as right and wrong, the value of human life, and the concepts of victory and defeat. What appears to be fanatical to Army forces may be completely rational to their opponent. Understanding cultural differences is important if friendly forces are to establish the military conditions necessary to achieve strategic goals. Unlike the Cold War era when threats were measurable and, to some degree, predictable 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.

Given the global range of US national strategy, Army forces may be committed on short notice to action anywhere in the world to confront and overcome a variety of difficult challenges. Doctrine describes how these forces think about applying the basic principles of war and operations other than war and the conditions, circumstances, and influences in which they may

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be called upon to operate. The global realities of to-day are in a period of significant change. Army forces may find themselves called upon to fight under conditions of rapid force projection that can build to major sustained operations in war and peace or that can terminate quickly only to lead to other commitments elsewhere. Doctrine must be relevant to these conditions to be effective. It must be solid enough to weather the winds of turmoil and, at the same time, sufficiently dynamic to capture the relevant aspects of change.

Doctrine should reflect new technology and its potential for the future, as well as its effects on Army operations. The US has a major strength in technology. When fielded and incorporated into doctrine, technology affords a significant advantage to soldiers one that enables the employment of overwhelming and decisive combat power while minimizing risk to the force. Doctrine seeks to be sufficiently broad and forward looking so that it rapidly accommodates major technological opportunities to give soldiers a battlefield advantage. It sets the conditions to exploit technologies that afford a significant increase in lethality, offers major improvement for protection of forces, exploits key vulnerabilities of potential adversaries, and offers a capability that presents an adversary with multiple threats simultaneously. Advances in technology are continually changing the way warfare is conducted at a pace now greater than ever before. Microprocessing, miniaturization, communications, and space tech- nologies have combined to permit almost real-time intelligence and information sharing, distributed decision making, and rapid execution of orders from a wide variety of forces and systems for concentrated effect. At the same time, however, warfare remains a test of the soldier's will, courage, endurance, and skill. Freezing rain, muddied foxholes, blistering heat, physical exertion, and imminent danger will remain the domain of the soldier.

Resources and force dispositions—themselves reflective of national strategy—contribute to the development of doctrine. Decreases in forward-deployed Army forces necessitate an Army that is prepared to deploy forces anywhere in the world on short notice from the continental United States (CONUS) and from forward-deployed locations. The Army is likely at any time to be involved in contingency operations at home and abroad. Force projection replaces forward defense as a more likely employment of Army elements. Doctrine has to accommodate that reality.

Army forces will have to deploy rapidly to operational areas. Doctrine cannot assume that Army forces are in place when the conflict begins. Doctrine must provide an understanding of and prepare Army forces for the difficulty of getting to the region of conflict with the appropriate force to accomplish the mission.

Doctrine seeks to meet the challenges facing the Army by providing the guidance to deal with the range of threats to which its elements may be exposed. It reflects the strategic context in which Army forces will operate, sets a marker for the incorporation of developing technologies, and optimizes the use of all available resources. It also incorporates the lessons of warfare and the wisdom of the Army's collective leadership in establishing a guide to action in war and operations other than war.

THE AMERICAN VIEW OF WAR

The Army reflects the highest ideals of the nation it represents—a nation built on a unique set of values and aspirations expressed in the Declaration of Independence and the Constitution. These enduring values influence virtually every facet of American society, its laws, domestic programs, and foreign relations. A special relationship exists within any nation among the government, the people, and the military; national values address this relationship.

The Constitution of the United States establishes the fundamental parameters of the national defense structure, while national attitudes affect the nature and employment of US armed forces. Members of the Army swear to support and defend the Constitution against all enemies, foreign and domestic. The Army serves as a repository of its national values and embeds them into its professional ethos. Proper subordination to political authority, loyalty, duty, selfless service, courage, integrity, respect for human dignity, and a sense of justice are all part of the Army's identity. These values directly influence the Army's behavior in peace and war.

The criteria for deciding to employ military forces exemplify the dynamic link among the people, the government, and the military. The people of the United States do not take the commitment of their armed forces lightly. They charge the government to commit forces only after due consideration of the range of options and likely outcomes. Moreover, the people

expect the military to accomplish its missions in compliance with national values. The American people expect decisive victory and abhor unnecessary casualties. They prefer quick resolution of conflicts and reserve the right to reconsider their support should any of these conditions not be met. They demand timely and accurate information on the conduct of military operations.

The responsibility for the conduct and use of military forces is derived from the people and the government. The Army commits forces only after appropriate direction from the National Command Authorities (NCA). In the end, the people will pass judgment on the appropriateness of the conduct and use of military operations. Their values and expectations must be met.

In an age of instant communication, capabilities available to the media have had increasingly important impacts on military operations. They serve as a conduit of information not only to the American public but also to the rest of the world. Dramatic visual presentations can rapidly influence public—and therefore political—opinion so that the political underpinnings of and operations other than war may suddenly change with no prior to the commander in the field. The higher the echelon of command, the more likely the impact of media coverage. Strategic direction and, therefore, the range of operations and their duration, may be dramatically affected.

THE STRATEGIC CONTEXT

The detailed formulation of national strategic direction is beyond the scope of this manual. Nevertheless, national military strategy, derived from national security policy, provides the basis for all operations.

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. 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. The strategic perspectives are worldwide and long-range. Strategy is concerned with national or, in specific cases, alliance or coalition objectives. The operational level provides the vital link between strategic objectives and tactical employment of forces. At the operational level, military forces attain strategic objectives through the design, organization, and conduct of campaigns and major operations. Tactical battles and engagements are fought to achieve operational results.

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. Tactical-level commanders are moved in and out of battles and engagements by higher commanders. Successes and failures at the tactical level, as viewed by the operational-level commander, set the conditions for operational maneuver. The interrelationships of the different levels of war are discussed in greater detail in Chapter 6.

NATIONAL SECURITY STRATEGY AND POLICIES

The United States approaches its global commitments with a national security strategy founded on deterrence and the capability to project power to safeguard its national security interests and objectives. Successful military operations may not, by themselves, achieve the desired strategic goals, but their failure will ensure eventual defeat. Operations across the full range of military activities must complement the other elements of national power directed to accomplish political aims. National security policies establish the strategic goals and objectives for specific situations.

NATIONAL MILITARY STRATEGY

The foundations of the national military strategy derive from the national security strategy. The US military fulfills four fundamental demands of the national security strategy:

- Ensuring strategic deterrence and defense.
- Exercising forward presence in vital areas.
- Responding effectively to crises.
- Retaining the national capacity to reconstitute forces.

The Army has a role in each of these requirements.

The national military strategy provides the following strategic principles to guide the employment of military forces:

- Readiness.
- Collective security.
- Arms control.
- Maritime and aerospace superiority.
- Strategic agility.
- Power projection.
- Technological superiority.
- Decisive force.

These principles reflect America's strengths and exploit the weaknesses of its opponents.

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.

THE STRATEGIC END STATE

Military force is only one component of national security strategy. When applied either to deter aggression or prosecute military operations, military force seeks to end conflict on terms favorable to US interests. The objective of military forces in war is victory over the opposing military forces at the least cost to US forces. Integrating that victory with other (economic, political, diplomatic) policy components is an important consideration for policymakers before the war is joined.

While military commanders focus on military victory, they must be aware of the broader concerns of strategy. Tactical and operational execution are designed to support a strategic end state that ensures a lasting victory. Military forces must be prepared to support strategic objectives after the termination of hostilities. In both war and operations other than war, military and specifically Army—units must integrate their efforts to support the overall policy scheme.

THE STRATEGIC ARMY

In peace or in war, the Army is the nation's historically proven decisive military force. A key member of the joint team, the Army serves alongside the Air Force, Navy, and Marine Corps to protect the nation's vital security interests. The Army's primary mission is to organize, train, and equip forces to conduct prompt and sustained land combat operations. It is the Army's ability to react promptly and to conduct sustained land operations that make it *decisive*. The Army is competent in many areas, such as nation assistance, counterdrug operations, security assistance, deterrence, and stability operations, that can combine with other elements of national power to achieve strategic effects favorable to US interests around the world. The Army's capabilities provide the nation a diverse, deployable, and sustainable set of options that include strategic and operational logistics and communications capabilities. Most of all, the Army represents the nation's only military force capable of prolonged land combat. Simply stated, the Army has strategic staying power.

The Army must be capable of *full-dimensional operations*. This means employing all means available to accomplish any given mission decisively and at the least cost—across the full range of possible operations in war and in operations other than war.

The Army must train to *fight as part of a joint, combined, United Nations, or interagency force*. Combatant commanders seek the power inherent in joint operations by synchronizing the complementary warfighting capabilities of all the services and supporting commands into a unified effort. Participation in joint training exercises and joint doctrine development is a prerequisite to joint capability. The Army develops and trains leaders to operate as part of joint and multinational staffs. Forward-presence forces support collective security arrangements and operate as part of multinational formations. Additionally, the Army enhances relationships with regional partners through

combined exercises, continual contacts, and nation assistance.

Army forces must be deployable. Commanders tailor force packages to accommodate land combat requirements of theater commanders in a variety of strategic contingency plans. Deployability is a product of strategic lift coupled with Army force readiness. To ease the burden on strategic lift, the Army pre-positions equipment on land and sea, improves military-related infrastructures in less stable regions, designs forces and equipment that are easily transportable, and trains forces to deploy quickly.

The Army must be expansible. The Army generates forces to respond rapidly to crises with a mix of trained and ready, active and reserve component forces representing the Total Army. How rapidly those forces can be generated depends on a number of variables, since time and training resources needed to hone a fighting edge and prepare combat teams for war are severely limited. Timely mobilization of reserve forces provides the means for sustaining conflict. Deployed forces require reserve component participation for combat arms, combat support (CS) and combat service support (CSS) across Army activities ranging from nation assistance to global war.

The Army must be capable of achieving decisive victory. The Army must maintain the capability to put overwhelming combat power on the battlefield to defeat all enemies through a total force effort. It produces forces of the highest quality, able to deploy rapidly, to fight, to sustain themselves, and to win quickly with minimum casualties. That is decisive victory.

THEATER STRATEGY

Theater commanders translate national, alliance, or coalition direction into theater strategies based on planning requirements for war or operations other than war. Theater strategies are reinforced as required by supporting combatant commanders. Theater strategies provide the basis for all operations plans (OPLANs) and are designed to achieve strategic end states.

THE TRAINING AND READINESS CHALLENGE

On the day of battle, soldiers and units will fight as well or as poorly as they are trained. Training to high standards is essential in both peace and war; never can Army forces afford not to train and maintain the highest levels of readiness. Every commander, every soldier, every unit in a force-projection army must be trained and ready to deploy. Leaders have the responsibility to train subordinates. This may be their most solemn responsibility.

The Army faces a unique set of challenges as it adapts to a world that has changed more broadly and fundamentally than at any other time since the end of World War II. The Army must continue to adapt to ensure success in a rapidly changing strategic environment. Now, more than ever before, it serves as a strategic Army, a land force that the United States and its allies rely on to meet global challenges.

CHAPTER 2

FUNDAMENTALS OF ARMY OPERATIONS

The US Army's warfighting doctrine reflects the nature of modern warfare. It applies the principles of war and combat power dynamics to contemporary and anticipated future battlefields within the strategic policy direction of our government. It is inherently a joint doctrine that recognizes the teamwork required of all the services and the extension of the battlefield in time, space, and purpose through all available resources and campaign design. US Army doctrine is compatible with joint doctrine. It recognizes that a joint force commander (JFC) has a variety of ground, sea, air, special operations, and space options available to accomplish strategic objectives. Nonethe-less, actions by ground-force units, in coordination with members of the joint team, will be the decisive means to the strategic ends.

While the conditions of warfare change with time and circumstance, the qualities of skill, tenacity, bold-ness, and courage have always marked successful armies and commanders and will continue to do so. Army doctrine exploits those qualities, together with technology, self-reliance, and the spirit of the offense that characterizes the American soldier. While reflect-ing the increased complexity and lethality of the mod-ern battlefield, Army doctrine recognizes that advanced weapons and technologies are no better than the skill with which leaders and soldiers employ them against the enemy.

THE RANGE OF MILITARY OPERATIONS

The US seeks to achieve its strategic objectives in three diverse environments, using all elements of na-tional power. The Army classifies its activities during peacetime and conflict as operations other than war. During peacetime, the US attempts to influence world events through those actions that routinely occur be-tween nations. Conflict is characterized by hostilities to secure strategic objectives. The last environment that of war involves the use of force in combat opera-tions against an armed enemy.

Often the Army will operate in all three environments at once. When-ever operations in these environments occur simultaneously, the Army inte-grates and coordinates their effects so they mutually support the attain-ment of strategic objectives.

OPERATIONS OTHER THAN WAR

Nations use all the resources at their disposal to pursue national objectives. The US promotes the self-development of nations through the measured use of national resources and assistance. The prime focus of the Army is warfighting, yet the Army's frequent role in operations other than war is critical. Use of Army forces in peacetime helps keep the day-to-day tensions between nations below the threshold of conflict. Typi-

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assistance, counterdrug operations, arms control, treaty verification, support to domestic civil authorities, and peacekeeping.

Americans prefer peace. Hostile forces, however, may seek to provoke a crisis or otherwise defeat our purpose by creating a conflict. At the point where diplomatic influence alone fails to resolve the conflict, persuasion may be required. However, at the point the military may be used to resolve the conflict, the US could enter a more intense environment in which it uses the military to pursue its aims.

US forces are used to deter enemy action. Their physical presence, coupled with their potential use, can serve as a deterrent and facilitate the achievement of strategic objectives. Should this deterrence fail, the US can use force to compel compliance. Regardless of the specific type of operation, a return to the environment of peacetime is part of the desired strategic goal.

WAR

Congress and the NCA may decide to protect our national interests with force or the threat of force. War may be of a limited or general nature. Limited war is armed conflict short of general war as was conducted during Operation Just Cause in December 1989. General war, such as World Wars I and II, involves armed conflict among major powers in which the total resources of the belligerents are employed and survival is at stake. In either instance, the Army, as part of a joint team, applies decisive force to fight and win with minimum casualties.

In concert with the other services, and at times with our allies, fighting and winning our nation's wars is the traditional role of the Army the one on which it principally focuses and trains. Even in war, the desired strategic goal remains directed at concluding hostilities on terms favorable to the US and its allies and returning to peacetime as quickly as possible.

STATES OF THE ENVIRONMENT	GOAL	MILITARY OPERATIONS	EXAMPLES
WAR	Fight and Win	WAR	• Large-scale combat operations . . . • Attack • Defend
CONFLICT	Deter War and Resolve Conflict	OTHER THAN WAR	• Strikes and raids • Peace enforcement • Support to insurgency • Antiterrorism • Peacekeeping • NEO
PEACETIME	Promote Peace	OTHER THAN WAR	• Counterdrug • Disaster relief • Civil support • Peace building • Nation assistance

The states of peacetime, conflict, and war could all exist at once in the theater commander's strategic environment. He can respond to requirements with a wide range of military operations. Noncombat operations might occur during war, just as some operations other than war might require combat.
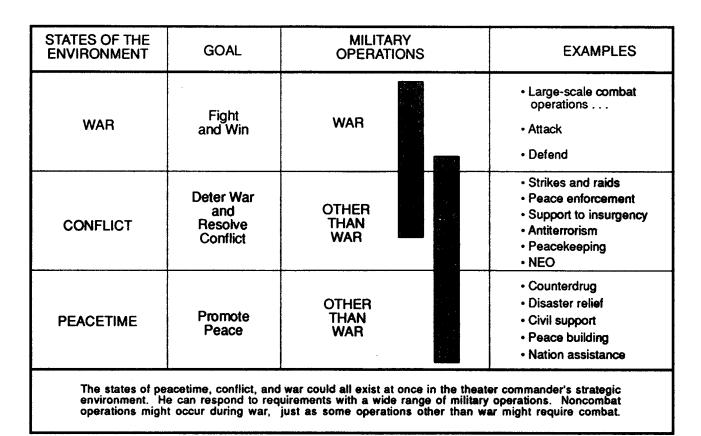
Figure 2-1. Range of Military Operations in the Theater Strategic Environment