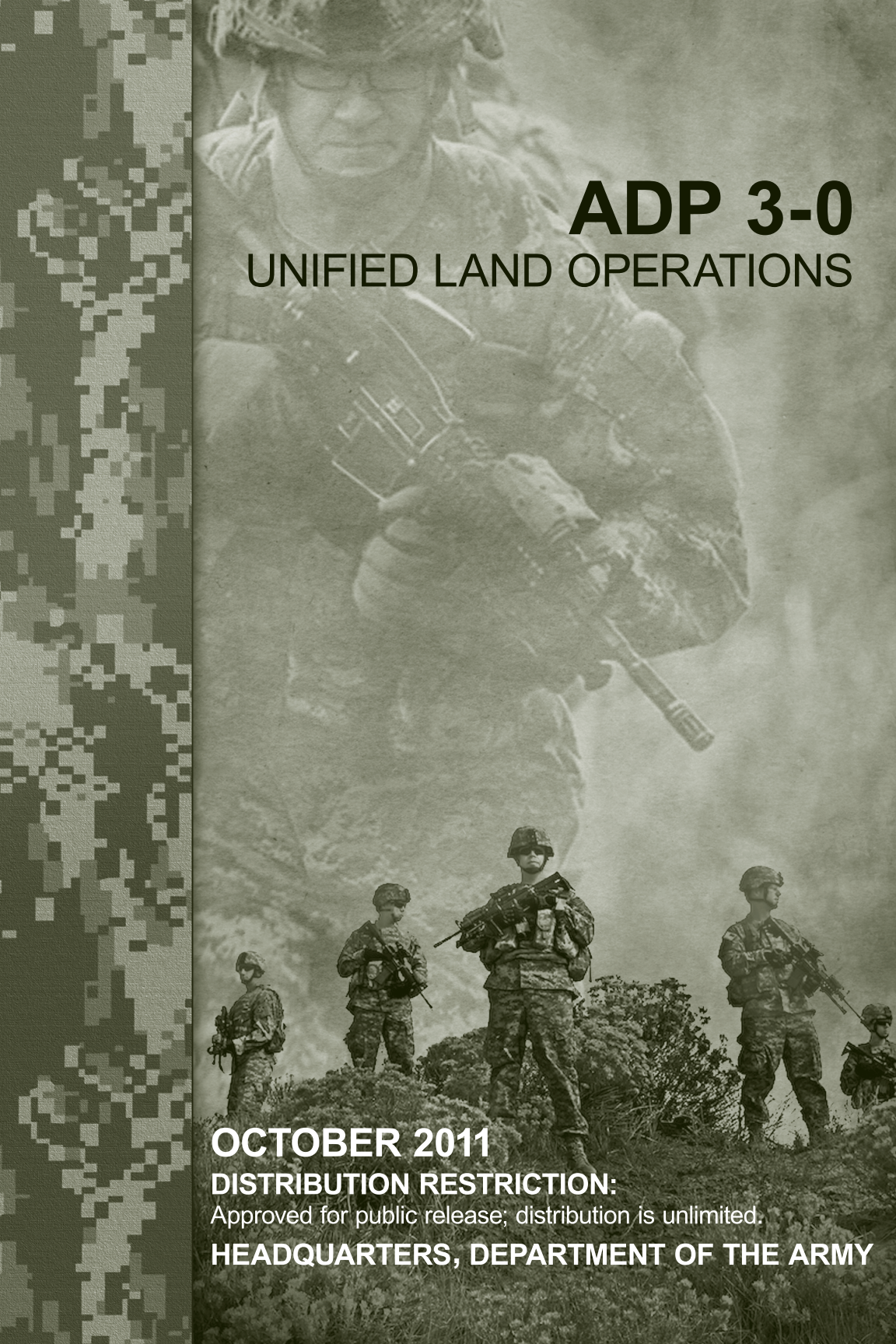

ADP 3-0
UNIFIED LAND OPERATIONS

OCTOBER 2011

DISTRIBUTION RESTRICTION:
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HEADQUARTERS, DEPARTMENT OF THE ARMY

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Foreword

When we published Change 1 to the 2008 edition of (Field Manual) FM 3-0, we captured the most critical lessons of almost ten years of sustained land combat. In this edition, we not only reflect on the past but also look to an uncertain future. Army Doctrine Publication (ADP) 3-0, *Unified Land Operations*, provides a common operational concept for a future in which Army forces must be prepared to operate across the range of military operations, integrating their actions with joint, interagency, and multinational partners as part of a larger effort.

Unified Land Operations is a natural intellectual outgrowth of past capstone doctrine. AirLand battle recognized the three-dimensional nature of modern warfare, while full spectrum operations recognized the need to conduct a fluid mix of offensive, defensive, and stability operations simultaneously. This publication builds on both these ideas, adding that success requires fully integrating Army operations with the efforts of joint, interagency, and multinational partners.

The central idea of *Unified Land Operations* is that Army units seize, retain, and exploit the initiative to gain and maintain a position of relative advantage in sustained land operations to create conditions for favorable conflict resolution. This central idea applies to all military operations—offensive, defensive, and stability or defense support of civil authorities. This unifying principle connects the various tasks Army forces may perform. It adds the founding principles of flexibility, integration, lethality, adaptability, depth, and synchronization. It incorporates the principle that operational art is the connection between strategic objectives and tactical actions, and provides a common construct for organizing military operations. The construct consists of the Army operations process, an operations framework for visualizing and describing operations, and the warfighting functions.

ADP 3-0 serves as the common operational concept for the Army. The central idea, adapted to the unique conditions of each conflict, represents the Army's unique contribution to unified action. It must permeate our doctrine, our training, and our leader professional development programs.

RAYMOND T. ODIERNO
GENERAL, UNITED STATES ARMY
CHIEF OF STAFF

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Army Doctrine Publication
No. 3-0

Headquarters
Department of the Army
Washington, DC, 10 October 2011

Unified Land Operations

Contents

Page

PREFACE ..... **ii**
The Role of Unified Land Operations 1
The Role of the United States Army 1
The Role of Doctrine 1
Strategic Context for Unified Land Operations 2
Foundations of Unified Land Operations 5
Tenets of Unified Land Operations 7
Operational Art 9
Operations Structure 10
Conclusion 14
GLOSSARY **Glossary-1**
REFERENCES **References-1**

Figures

Figure 1. Unified land operations underlying logic iii

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* This manual supersedes FM 3-0, dated 27 February 2008 and Change 1, dated 22 February 2011.

Preface

Army Doctrine Publication (ADP) 3-0 is one of the Army's two capstone doctrine publications; the other is Field Manual (FM) 1, *The Army*. ADP 3-0 presents overarching doctrinal guidance and direction for conducting operations. (See figure 1 on pages iv and v.) It constitutes the Army's view of how it conducts prompt and sustained operations on land and sets the foundation for developing the other principles, tactics, techniques, and procedures detailed in subordinate doctrine publications. ADP 3-0 is the first manual published under Doctrine 2015 initiative. It provides operational guidance for commanders and trainers at all echelons and forms the basis for Army Education System curricula.

The principal audience for ADP 3-0 is the middle and senior leadership of the Army, officers in the rank of major and above who command Army forces in major operations and campaigns or serve on the staffs that support those commanders. It is also applicable to the civilian leadership of the Army.

ADP 3-0 uses joint terms where applicable. Most terms with joint or Army definitions are in both the glossary and the text. Terms for which ADP 3-0 is the proponent publication (the authority) have an asterisk in the glossary. Definitions for which ADP 3-0 is the proponent publication are in boldfaced text. These terms and their definitions will be in the next revision of FM 1-02. For other definitions in the text, the term is italicized and the number of the proponent publication follows the definition.

ADP 3-0 applies to the Active Army, the Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and United States Army Reserve (USAR) unless otherwise stated.

Headquarters, United States Army Training and Doctrine Command, is the proponent for this publication. The preparing agency is the Combined Arms Doctrine Directorate, U.S. Army Combined Arms Center. Send written comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, U.S. Army Combined Arms Center and Fort Leavenworth, ATTN: ATZL-MCK-D (ADP 3-0), 300 McPherson Avenue, Fort Leavenworth, KS 66027-2337; by e-mail to leav-cadd-web-cadd@conus.army.mil; or submit an electronic DA Form 2028.

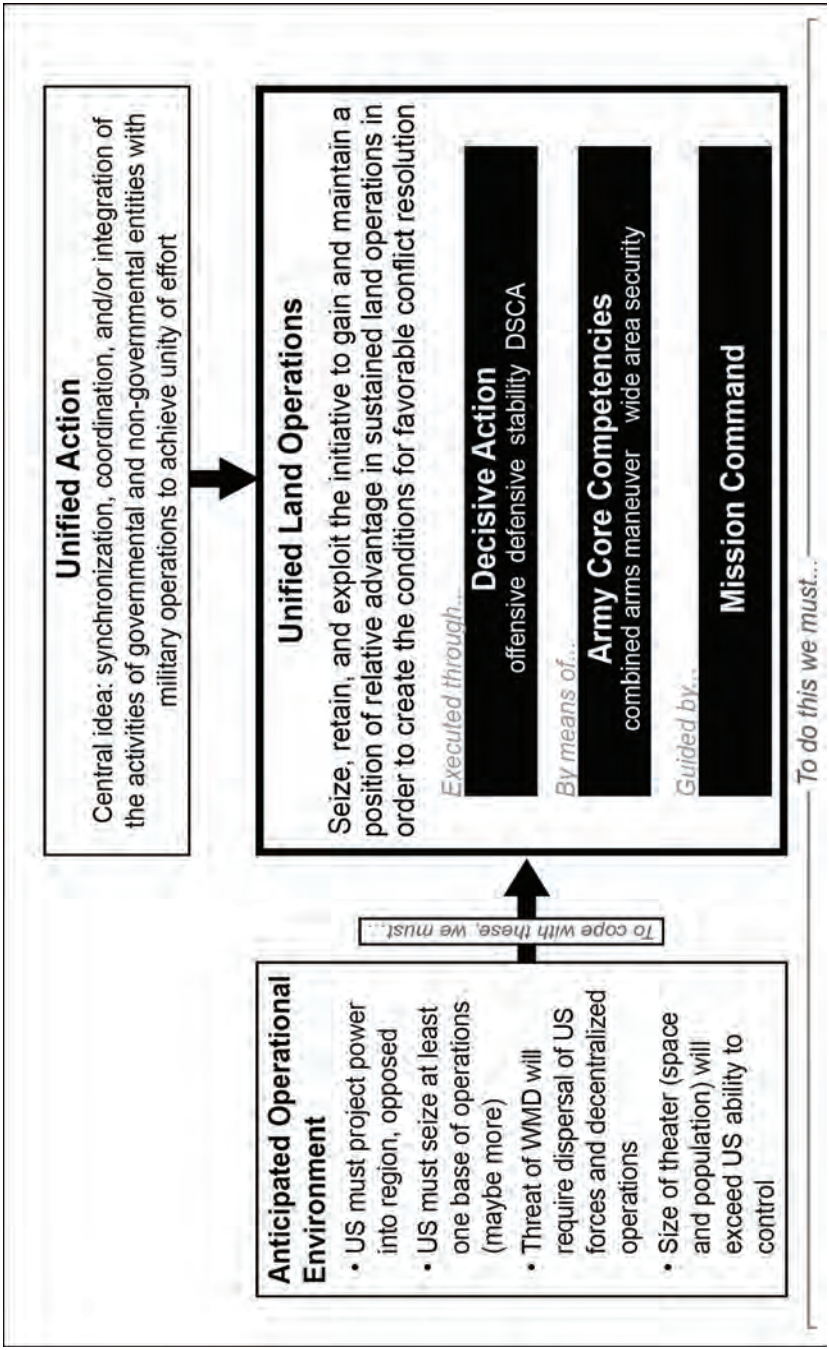

Figure 1. Unified land operations underlying logic

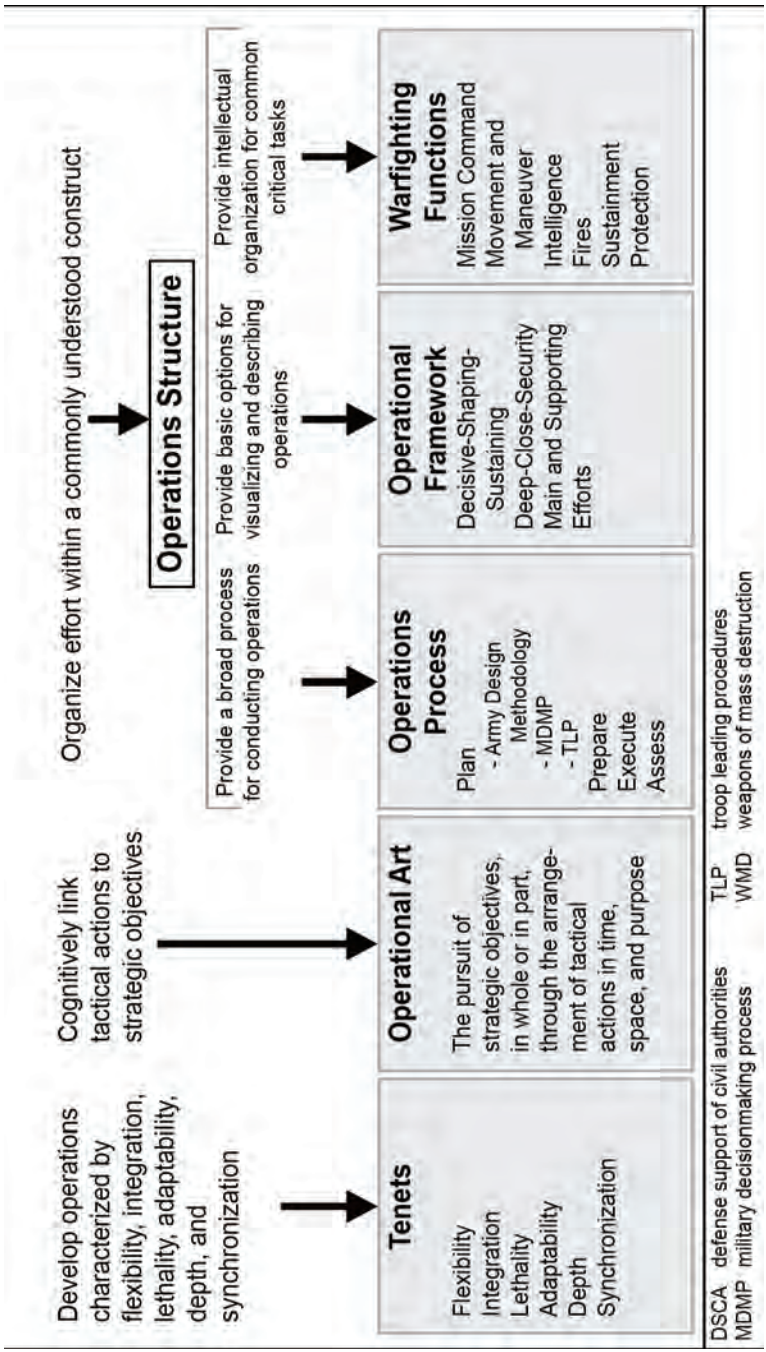

Figure 1. Unified land operations underlying logic (continued)

This publication first discusses and defines unified land operations and the role of doctrine. Then it discusses a description of the strategic context within which Army forces expect to operate. It also discusses the foundations of the operating concept and the tenets of Army operations. It concludes by describing the link between strategic aims and tactical actions (operational art) and a conceptual construct for organizing military effort (operations structure).

THE ROLE OF UNIFIED LAND OPERATIONS

1. ***Unified land operations*** **describes how the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution.** ADP 3-0, *Unified Land Operations,* is the Army's basic warfighting doctrine and is the Army's contribution to unified action.

2. ADP 3-0, *Unified Land Operations*, is an intellectual outgrowth of both previous operations doctrine and recent combat experience. It recognizes the three-dimensional nature of modern warfare and the need to conduct a fluid mix of offensive, defensive, and stability operations or defense support of civil authorities simultaneously. ADP 3-0, *Unified Land Operations*, acknowledges that strategic success requires fully integrating U.S. military operations with the efforts of interagency and multinational partners.

THE ROLE OF THE UNITED STATES ARMY

3. The United States Army is America's sons and daughters, men and women of courage and character, and leaders of consequence—bonded together in a profession of Arms—organized, trained, and equipped to be the most decisive land force in the world. We are a clear symbol of national resolve and commitment. From start to finish, in the lead or in support, we remain ready to shape, influence, engage, deter, and prevail.

THE ROLE OF DOCTRINE

4. Army doctrine is a body of thought on how Army forces operate as an integral part of a joint force. Army leaders who employ forces in operations under the guidance suggested by the doctrine are its primary audience. Doctrine acts as a guide to action rather than a set of fixed rules. Capstone doctrine establishes the Army's view of the nature of operations, the fundamentals by which Army forces conduct operations, and the methods by which commanders exercise mission command. Capstone doctrine also serves as the basis for decisions about organization, training, leader development, materiel, Soldiers, and facilities. FM 1, The Army, and ADP 3-0, Unified Land Operations, represent Army capstone doctrine.

5. Doctrine is also a statement of how the Army intends to fight. In this sense, doctrine often describes an idealized situation and then contrasts the ideal with the reality Army leaders can expect. Doctrine provides a means of conceptualizing campaigns and operations, as well as a detailed understanding of conditions, frictions, and uncertainties that make achieving the ideal difficult. Doctrine also helps potential partners understand how the Army will operate. It establishes a common frame of reference and a common cultural perspective to solving military problems, including useful intellectual tools.

STRATEGIC CONTEXT FOR UNIFIED LAND OPERATIONS

6. Army forces are employed within a strategic context defined by the specific operational environment, the character of the friendly force, and the character of the threat. Underpinning the strategic context enables Army forces to preserve vital national interests; foremost among these are sovereignty in the homeland and the United States Constitutional form of government.

THE OPERATIONAL ENVIRONMENT

7. The operational environment is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (JP 1-02). Army leaders plan, prepare, execute, and assess operations by analyzing the operational environment in terms of the operational variables and mission variables. The operational variables consist of political, military, economic, social, information, infrastructure, physical environment, time (known as PMESII-PT). The mission variables consist of mission, enemy, terrain and weather, troops and support available, time available, civil considerations (known as METT-TC). How these variables interact in a specific situation, domain (land, maritime, air, space, or cyberspace), area of operations, or area of interest describes a commander's operational environment but does not limit it. No two operational environments are identical, even within the same theater of operations, and every operational environment changes over time. Because of this, Army leaders consider how evolving relevant operational or mission variables affect force employment concepts and tactical actions that contribute to the strategic purpose.

8. Army leaders project and sustain forces in their operational environment. This requires the capability to secure multiple entry points into an area of operations and the lines of communications that connect those points. In some cases, Army forces may have to seize key facilities from a determined enemy to set conditions for sustained land operations, or a particular operational environment may demand highly decentralized operations to dominate the enemy. Army forces will encounter new and unanticipated enemy capabilities and will have to adapt to them while engaged in operations.

9. Operational environments are not static. Within an operational environment, an Army leader may conduct major combat, military engagement, and humanitarian assistance simultaneously. Army doctrine has always stated that Army forces must be prepared to transition rapidly from one type of operation to another. A decade of sustained combat and deployments has refined that understanding. Army forces

simultaneously and continuously combine offensive, defensive, and stability operations through a blend of combined arms maneuver and wide area security.

10. The homeland is a distinct part of the operational environment for Army forces. Homeland defense requires simultaneous and continuous application of combined arms maneuver and wide area security in coordination with designated civil authorities. Continuous assessment of the mission variables enables Army leaders to adjust the mix of core competencies to gain a position of relative advantage over the threat (whether natural disaster or enemy attack) against populations and infrastructure.

CHARACTER OF THE FRIENDLY FORCE

11. Army forces operate as part of a larger national effort characterized as unified action. Army leaders must integrate their actions and operations within this larger framework, collaborating with entities outside their direct control. All echelons are required to incorporate such integration, but it tends to become markedly more demanding at higher echelons. Senior Army leaders may find that integration within unified action requires more of their time and energy than the synchronization of their own operations.

12. Effective unified action requires Army leaders who can understand, influence, and cooperate with unified action partners. The Army depends on its joint partners for capabilities that do not reside within the Army, and it cannot operate effectively without their support. Likewise, government agencies outside the Department of Defense possess knowledge, skills, and capabilities necessary for success. The active cooperation of partners often allows Army leaders to capitalize on organizational strengths while offsetting weaknesses. Only by creating a shared understanding and purpose through collaboration with all elements of the friendly force—a key element of mission command—can Army leaders integrate their actions within unified action and synchronize their own operations.

13. Unified action may require interorganizational efforts to build the capacity of partners to secure populations, protect infrastructure, and strengthen institutions as a means of protecting common security interests. Building partner capacity is the outcome of comprehensive interorganizational activities, programs, and engagements that enhance the ability of partners for security, governance, economic development, essential services, rule of law, and other critical government functions. The Army integrates the capabilities of the operating and generating forces, to include special operations forces, to support capacity-building efforts, primarily through security cooperation activities. Supported by the appropriate policy, legal frameworks, and authorities, the Army leads security force assistance for partner units, institutions, and security sector functions. Army operating and special operations forces units train and advise partner units to develop individual and unit proficiency in security operations. Army generating forces train and advise partner generating force activities to build institutional capacity for professional education, force generation, and force sustainment. Elements of the operating, generating, and special operations forces contribute to security sector programs that professionalize and strengthen partner security capacity to synchronize and sustain operations. These Army security cooperation activities enable other interorganizational coordination to build partner capacity for governance, economic development, essential services, rule of law, and other critical government functions.

CHARACTER OF THE THREAT

14. Threats are not static or monolithic. Threats can arise from divergent interests or competition among states, groups, or organizations in an operational environment. While it is possible to anticipate characteristics of potential future conflict, dynamics of the operational variables preclude making completely accurate predictions about whom and where Army forces might fight. The most likely security threats that Army forces will encounter are best described as hybrid threats. A hybrid threat is the diverse and dynamic combination of regular forces, irregular forces, terrorist forces, criminal elements, or a combination of these forces and elements all unified to achieve mutually benefitting effects. Hybrid threats may involve nation-state adversaries that employ protracted forms of warfare, possibly using proxy forces to coerce and intimidate, or nonstate actors using operational concepts and high-end capabilities traditionally associated with nation-states.

15. Threats may use sophisticated weapons in specific niches to create or exploit vulnerabilities. Threats may organize themselves for operations over many months. They often work to secure the active support of other regional powers. In the theater of operations or homeland, threats may seek to disrupt U.S. activities through cyber attacks and terrorism.

16. Threats attempt to isolate and defeat U.S. tactical formations while avoiding battle under unfavorable conditions. They seek to be decisive by using tactical engagements to erode U.S. national or political commitment to the strategic purpose of the operation. Hybrid threats may choose to fight a protracted conflict in populated areas. Often they use people and urban settings to their advantage. They seek populations for refuge, for support, and to shield against attack and detection by U.S. forces. The theater of operations often contains more space and people than U.S. forces can directly control. Army leaders make risk mitigation decisions about where and how to employ their forces to achieve a position of relative advantage over the enemy without alienating or endangering noncombatants.

17. The most challenging potential enemy comes in two forms. One form is a nonstate entity possessing weapons of mass destruction or other unique methods to challenge U.S. dominance by attacking public will. This enemy could lack a clearly defined organization or geographic location on which U.S. forces can focus. This enemy presents a formidable challenge for decisive operations.

18. The other form is a nuclear-capable nation-state partnered with one or more nonstate actors through ideological, religious, political, or other ties. This enemy can employ advanced information technology, conventional military forces armed with modern equipment, and irregular forces at various levels of organization, training, and equipment. This enemy often retains control of conventional forces and operates irregular forces at various levels of autonomy, with some groups sharing only one or more objectives with the state actor. In some cases, defeating U.S. forces may be the only objective uniting the cooperating actors.

FOUNDATIONS OF UNIFIED LAND OPERATIONS

19. Unified land operations is the Army's warfighting doctrine. It is based on the central idea that Army units seize, retain, and exploit the initiative to gain a position of relative advantage over the enemy. This is accomplished through simultaneous combination of offensive, defensive, and stability operations that set conditions for favorable conflict resolution. The Army's two core competencies—combined arms maneuver and wide area security—provide the means for balancing the application of Army warfighting functions within the tactical actions and tasks inherent in offensive, defensive, and stability operations. It is the integrated application of these two core competencies that enables Army forces to defeat or destroy an enemy, seize or occupy key terrain, protect or secure critical assets and populations, and prevent the enemy from gaining a position of advantage. The philosophy of mission command—the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent—guides leaders in the execution of unified land operations. Unified land operations begins and ends with the exercise of collective and individual initiative to gain a position of advantage that degrades and defeats the enemy throughout the depth of the enemy's organization. The foundation of unified land operations is built on initiative, decisive action, and mission command—linked and nested through purposeful and simultaneous execution of both combined arms maneuver and wide area security—to achieve the commander's intent and desired end state.

INITIATIVE

20. To seize, retain, and exploit the initiative, Army forces strike the enemy, both lethally and nonlethally, in time, places, or manners for which the enemy is not prepared. To seize the initiative (setting and dictating the terms of action), Army forces degrade the enemy's ability to function as a coherent force. Leaders then prevent the enemy's recovery by retaining the initiative. They follow up with a series of actions that destroy enemy capabilities, seize decisive terrain, protect populations and critical infrastructure, and degrade the coherence of the enemy force. Leaders continue to exploit the initiative until they place the enemy in a position that disables any ability to coherently employ military capability. This continued resistance can only lead to the physical destruction of the enemy military potential and the exposure of the enemy's sources of power to imminent destruction or capture. These are typically the military conditions required for the termination of a conflict on favorable terms. From the enemy's point of view, U.S. operations must be rapid, unpredictable, and disorienting.

DECISIVE ACTION

21. Army forces conduct decisive and sustainable land operations through the simultaneous combination of offensive, defensive, and stability operations (or defense support of civil authorities) appropriate to the mission and environment. Army forces conduct regular and irregular warfare against both conventional and hybrid threats. Offensive operations are operations conducted to defeat and destroy enemy forces and seize terrain, resources, and population centers. They include movement to contact, attack, exploitation, and pursuit. Defensive operations are operations conducted to defeat

an enemy attack, gain time, economize forces, and develop conditions favorable for offensive and stability tasks. These operations include mobile defense, area defense, and retrograde. Stability operations are military missions, tasks, and activities conducted outside the United States to maintain or reestablish a safe and secure environment and to provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. They include five tasks: establish civil security, establish civil control, restore essential services, support to governance, and support to economic and infrastructure development. Homeland defense and defense support of civil authorities represent Department of Defense support to U.S. civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events. They include the tasks: provide support for domestic disasters; provide support for domestic chemical, biological, radiological, nuclear, and high-yield explosives incidents; provide support for domestic civilian law enforcement agencies; and provide other designated support.

ARMY CORE COMPETENCIES

22. Combined arms maneuver and wide area security provide the means for balancing the application of the elements of combat power within tactical actions and tasks associated with offensive, defensive, and stability operations. Combined arms maneuver is the application of the elements of combat power in unified action to defeat enemy ground forces; to seize, occupy, and defend land areas; and to achieve physical, temporal, and psychological advantages over the enemy to seize and exploit the initiative. It exposes enemies to friendly combat power from unexpected directions and prevents an effective enemy response. Wide area security is the application of the elements of combat power in unified action to protect populations, forces, infrastructure, and activities; to deny the enemy positions of advantage; and to consolidate gains in order to retain the initiative. Offensive, defensive, and stability operations each requires a combination of combined arms maneuver and wide area security; neither core competency is adequate in isolation. While an individual tactical action may be predominately characterized as reflecting either combined arms maneuver or wide area security, campaigns and operations invariably combine both core competencies. For example, an offensive operation often features wide area security employed as an economy of force measure, allowing for the concentration of combat power for combined arms maneuver.

MISSION COMMAND

23. When applying the Army's core competencies, Army leaders are guided by the mission command philosophy—the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations. The ability of Army forces to combine its core competencies into a fluid mix of offensive, defensive, and stability operations depends on a philosophy of command that emphasizes broad mission-type orders, individual initiative within the commander's intent, and leaders who can anticipate and adapt quickly to changing conditions.

TENETS OF UNIFIED LAND OPERATIONS

24. Unified land operations describes the Army's approach to generating and applying combat power in campaigns and operations. A campaign is a series of related major operations aimed at achieving strategic and operational objectives within a given time and space (JP 5-0). An operation is a military action, consisting of two of more related tactical actions, designed to achieve a strategic objective, in whole or in part. A tactical action is a battle or engagement, employing lethal or nonlethal actions, designed for a specific purpose relative to the enemy, the terrain, friendly forces, or other entity. Tactical actions include widely varied activities such as an attack to seize a piece of terrain or destroy an enemy unit, the defense of a population, and the training of other militaries to assist security forces as part of building partner capacity. Army operations are characterized by flexibility, integration, lethality, adaptability, depth, and synchronization.

FLEXIBILITY

25. To achieve tactical, operational, and strategic success, commanders seek to demonstrate flexibility in spite of adversity. They employ a versatile mix of capabilities, formations, and equipment for conducting operations. Commanders enable adaptive forces through flexibility, collaborative planning, and decentralized execution. They use mission command to achieve maximum flexibility and foster individual initiative. The capability to act quickly enhances flexibility and adaptability across the range of military operations. The Army requires flexibility in thought, plans, and operations to be successful in unified land operations.

INTEGRATION

26. Army forces do not operate independently but as a part of a larger joint, interagency, and frequently multinational effort. Army leaders are responsible for integrating Army operations within this larger effort. Integration involves efforts to exercise inform and influence activities with joint, interagency, and multinational partners as well as efforts to conform Army capabilities and plans to the larger concept. Army leaders seek to use Army capabilities to complement those of their joint, interagency, and multinational partners. These leaders depend on those partners to provide capabilities that supplement or are not organic to Army forces. Effective integration requires creating shared understanding and purpose through collaboration with all elements of the friendly force.

LETHALITY

27. The capacity for physical destruction is fundamental to all other military capabilities and the most basic building block for military operations. Army leaders organize, equip, train, and employ their formations for unmatched lethality under a wide range of conditions. Lethality is a persistent requirement for Army organizations, even in conditions where only the implicit threat of violence suffices to accomplish the mission

through nonlethal engagements and activities. The capability for the lawful and expert application of lethal force builds the foundation for effective offensive, defensive, and stability operations.

ADAPTABILITY

28. Army leaders accept that no prefabricated solutions to tactical or operational problems exist. Army leaders must adapt their thinking, their formations, and their employment techniques to the specific situation they face. This requires an adaptable mind, a willingness to accept prudent risk in unfamiliar or rapidly changing situations, and an ability to adjust based on continuous assessment. Perhaps equally important, Army leaders seek to deprive the enemy of the ability to adapt by disrupting communications, forcing the enemy to continually react to new U.S. operations, and denying the enemy an uncontested sanctuary, in space or time, for reflection. Adaptability is essential to seizing, retaining, and exploiting the initiative based on relevant understanding of the specific situation. For example, Army leaders demonstrate adaptability while adjusting the balance of lethal and nonlethal actions necessary to achieve a position of relative advantage and set conditions for conflict resolution within their area of operations.

29. Adaptation requires an understanding of the operational environment. While impossible to have a perfect understanding, Army leaders make every effort to gain and maintain as thorough an understanding as possible given the time allowed. They also use the Army's information networks to share their understanding. Understanding a specific situation requires interactive learning—intentionally and repeatedly interacting with the operational environment so to test and refine multiple hypotheses. Army leaders expand their understanding of potential operational environments through broad education, training, personal study, and collaboration with interagency partners. Rapid learning while in combat depends on life-long education, consistent training, and study habits that leaders had prior to combat.

DEPTH

30. Depth is the extension of operations in space, time, or purpose. Army leaders strike enemy forces throughout their depth by arranging activities across the entire operational framework to achieve the most decisive result. They do this to prevent the effective employment of enemy reserves, command and control nodes, logistics, and other capabilities both in and out of direct contact with friendly forces. Unified land operations achieves the best results when the enemy must cope with U.S. actions throughout its entire physical, temporal, and organizational depth.

31. Concurrently, Army leaders seek to build depth within their own organizations and operations in space, time, and resources. Employing security forces and obstacles, maintaining reserves, conducting continuous reconnaissance, and managing the tempo of an operation illustrate building depth within the friendly force. Given the Army's unique capacity for sustained land combat, Army leaders must ensure the resiliency of their organizations—the ability to apply lethal and nonlethal actions relentlessly for extended periods over extended areas—including rear areas, in the face of friendly casualties and a

determined, adaptive enemy. Operating in depth makes Army forces resilient over protracted periods, a prerequisite for sustained land combat.

SYNCHRONIZATION

32. Synchronization is the arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time (JP 2-0). It is the ability to execute multiple, related, and mutually supporting tasks in different locations at the same time, producing greater effects than executing each task in isolation. For example, in a tactical action, the synchronization of intelligence collection, obstacles, direct fires, and indirect fires results in the destruction of an enemy formation. In an operation, the synchronization of forces employed along multiple lines of operations temporarily disrupts the enemy organization and allows for exploitation. Information networks greatly enhance the potential for synchronization by—

- Allowing commanders to more quickly understand their operational environments and communicate their intents.
- Allowing subordinate and adjacent units to use their common understanding of the operational environment and commander's intent, in conjunction with their own initiative, to synchronize actions with those of other units without direct control from the higher headquarters.

33. Information networks do not guarantee synchronization; however, they provide a powerful tool for leaders to use in synchronizing their efforts. Commanders determine the degree of centralized control necessary to synchronize their operations.

34. Although synchronization does not always equate to simultaneity, Army leaders have a clear preference for operations that overwhelm the enemy through simultaneous or near-simultaneous actions. When military forces integrate such actions with the actions of interagency and multinational partners, the results can overwhelm the enemy.

OPERATIONAL ART

35. Operational art is the pursuit of strategic objectives, in whole or in part, through the arrangement of tactical actions in time, space, and purpose. Hypothetically, military forces might accomplish a strategic objective through a single tactical action, eliminating the need for operational art. In reality, the scale of most modern conflicts and the ability of enemy forces to retain their operational capacity—even in the face of significant tactical defeats—make this an exceptionally rare event. Creating the military conditions necessary for the termination of conflict on favorable terms almost always requires many tactical actions. The effective arrangement of military conditions in time, space, and purpose is the task of operational art.

36. Operational art is not associated with a specific echelon or formation, nor is it exclusive to theater and joint force commanders. Instead, it applies to any formation that must effectively arrange multiple, tactical actions in time, space, and purpose to achieve a strategic objective, in whole or in part. In an environment of major combat, a division might be given a series of missions, such as "seize this piece of terrain" or "destroy this enemy formation." Each mission requires only a single tactical action, and the

commander employs tactics to accomplish each. In a stability operation, conversely, the same division might be given responsibility for an area of operations for an extended period, tasked to create a "safe and secure environment." This mission requires the commander to sequence a series of tactical actions over time and space, and it requires the application of operational art.

37. Operational art is how commanders balance risk and opportunity to create and maintain the conditions necessary to seize, retain, and exploit the initiative and gain a position of relative advantage while linking tactical actions to reach a strategic objective. It requires commanders who understand their operational environment, the strategic objectives, and the capabilities of all elements of their force. These commanders continually seek to expand and refine their understanding and are not bound by preconceived notions of solutions.

OPERATIONS STRUCTURE

38. The operations structure is the Army's common construct for operations. It allows Army leaders to organize effort rapidly and effectively in a manner commonly understood across the Army. The operations process provides a broadly defined approach to developing and conducting operations. The operational framework provides Army leaders with some basic conceptual options for visualizing and describing operations. The warfighting functions serve as an intellectual organization for common critical functions.

OPERATIONS PROCESS

39. The operations process is a commander-centric activity, informed by the mission command approach to planning, preparing, executing, and assessing military operations. These activities may be sequential or simultaneous. In fact, they are rarely discrete and often involve a great deal of overlap. Commanders use the operations process to drive the conceptual and detailed planning necessary to understand, visualize, and describe their unique operational environment; make and articulate decisions; and direct, lead, and assess military operations.

Planning

40. Planning is the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing about that future. Planning consists of two separate but closely related components: a conceptual component and a detailed component. Successful planning requires integrating both these components. Army leaders employ three methodologies for planning after determining the appropriate mix based on the scope of the problem, their familiarity with it, and the time available.

41. The Army design methodology is a methodology for applying critical and creative thinking to understand, visualize, and describe unfamiliar problems and approaches to solving them. While useful as an aid to conceptual thinking about unfamiliar problems, leaders integrate this methodology with the detailed planning typically associated with the military decisionmaking process to produce executable plans.

42. The military decisionmaking process (MDMP) is an iterative planning methodology. It integrates the activities of the commander, staff, subordinate headquarters, and other partners to understand the situation and mission; develop, analyze, and compare courses of action; decide on a course of action that best accomplishes the mission; and produce an operation order or order for execution. The MDMP applies both conceptual and detailed approaches to thinking but is most closely associated with detailed planning. For unfamiliar problems, executable solutions typically require integrating the design methodology and the MDMP.

43. Troop leading procedures are a dynamic process used by small-unit leaders to analyze a mission, develop a plan, and prepare for an operation. Troop leading procedures are heavily weighted in favor of familiar problems and short time frames and typically not employed in organizations with staffs.

Preparation

44. Preparation consists of activities that units perform to improve their ability to execute an operation. Army forces cannot train for every possible mission; they prepare for decisive action with emphasis on the most likely mix of tasks.

Execution

45. Execution puts a plan into action by applying combat power to accomplish the mission and using situational understanding to assess progress and make execution and adjustment decisions.

Assessment

46. Assessment is continuously monitoring and evaluating the current situation and the progress of an operation.

OPERATIONAL FRAMEWORK

47. Army leaders are responsible for clearly articulating their concept of operations in time, space, purpose, and resources. An established framework and associated vocabulary assist greatly in this task. Army leaders are not bound by any specific framework for conceptually organizing operations, but three have proven valuable in the past. Leaders often use these conceptual frameworks in combination. For example, a commander may use the deep-close-security framework to describe the operation in time and space, the decisive-shaping-sustaining framework to articulate the operation in terms of purpose, and the main and supporting efforts framework to designate the shifting prioritization of resources. These operational frameworks apply equally to tactical actions in the area of operations.

Area of Operations

48. An area of operations is an operational area defined by the joint force commander for land and maritime forces that should be large enough to accomplish their missions and protect their forces (JP 3-0). Area of operations also refers to areas assigned to Army units by higher headquarters. The Army or land force commander is the supported commander within an area of operations designated by the joint force commander for land operations. Within their areas of operations, commanders integrate and synchronize maneuver, fires, and interdiction. To facilitate this integration and synchronization, commanders have the authority to designate targeting priorities and timing of fires.

Area of Interest

49. An area of interest is that area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory. This area also includes areas occupied by enemy forces who could jeopardize the accomplishment of the mission (JP 3-0).

Deep-Close-Security

50. The deep-close-security framework has historically been associated with a terrain orientation but can be applied to temporal and organizational orientations as well.

51. Deep operations involve efforts to disrupt uncommitted enemy forces. The purpose of deep operations frequently ties to other events distant in time and space. Deep operations might aim to disrupt the movement of operational reserves or prevent the enemy from employing long-range cannon or rocket fires. In an operational environment where an enemy recruits insurgents from within a population, deep operations might focus on interfering with the recruiting process, disrupting the training of new recruits, or eliminating the underlying factors that enable the enemy to recruit.

52. Close operations involve efforts to have immediate effects with committed friendly forces—potentially in direct contact with enemy forces—to include enemy reserves available for immediate commitment. For example, close operations might aim to destroy an enemy force, seize a piece of terrain, disrupt an insurgent cell, or secure a local population.

53. Security operations involve efforts to provide early and accurate warning of enemy operations, provide the force with time and maneuver space within which to react to the enemy, protect the force from surprise, and develop the situation so the commander can effectively use the force. Security operations include necessary actions to retain freedom of action and ensure uninterrupted support or sustainment of all other operations. Security operations may require the commitment of significant combat power.

Decisive-Shaping-Sustaining

54. The decisive-shaping-sustaining framework lends itself to a broad conceptual orientation.

55. Decisive operations lead directly to the accomplishment of a commander's purpose. Commanders typically identify a single decisive operation, but more than one subordinate unit may play a role in the decisive operation. Commanders may combine the decisive-shaping-sustaining framework and the deep-close-security framework when this aids in visualizing and describing the operation. The decisive operation need not be a close operation.

56. Shaping operations create and preserve conditions for the success of the decisive operation. Commanders may designate more than one shaping operation.

57. Sustaining operations enable the decisive operation or shaping operation by generating and maintaining combat power.

Main and Supporting Efforts

58. The main and supporting efforts framework, more simplistic than other organizing frameworks, focuses on prioritizing effort among subordinate units. Therefore, commanders can employ it with either the deep-close-security framework or the decisive-shaping-sustaining framework.

59. The main effort is the designated subordinate unit whose mission at a given point in time is most critical to overall mission success. It is usually weighted with the preponderance of combat power. Typically, the main effort shifts one or more times during execution.

60. Supporting efforts are designated subordinate units with missions that support the success of the main effort.

WARFIGHTING FUNCTIONS

61. A warfighting function is a group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish missions. The Army's warfighting functions are fundamentally linked to the joint functions.

Mission Command

62. The mission command warfighting function develops and integrates those activities enabling a commander to balance the art of command and the science of control. This fundamental philosophy of command places people, rather than technology or systems, at the center. Under this philosophy, commanders drive the operations process through their activities of understand, visualize, describe, direct, lead, and assess. They develop teams, both within their own organizations and with joint, interagency, and multinational partners. Commanders inform and influence audiences, inside and outside their organizations. The commander leads the staff's tasks under the science of control. The four primary staff tasks are conduct the operations process (plan, prepare, execute, and assess); conduct knowledge management and information management; conduct inform and influence activities; and conduct cyber electromagnetic activities.

Movement and Maneuver

63. The movement and maneuver warfighting function is the related tasks and systems that move and employ forces to achieve a position of relative advantage over the enemy and other threats. Direct fire and close combat are inherent in maneuver. This function includes tasks associated with force projection related to gaining a positional advantage over the enemy.

Intelligence

64. The intelligence warfighting function is the related tasks and systems that facilitate understanding the enemy, terrain, and civil considerations. It includes the synchronization of collection requirements with the execution of tactical tasks such as reconnaissance, surveillance, and related intelligence operations. This warfighting function includes specific intelligence and communication structures at each echelon.

Fires

65. The fires warfighting function is the related task and systems that provide collective and coordinated use of Army indirect fires, air and missile defense, and joint fires through the targeting process.

Sustainment

66. The sustainment warfighting function is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. The endurance of Army forces is primarily a function of their sustainment. Sustainment determines the depth and duration of Army operations. It is essential to retaining and exploiting the initiative.

Protection

67. The protection warfighting function is the related tasks and systems that preserve the force so the commander can apply maximum combat power to accomplish the mission. Preserving the force includes protecting personnel (friendly combatants and noncombatants) and physical assets of the United States, host-nation, and multinational military and civilian partners.

CONCLUSION

68. ADP 3-0, Unified Land Operations, updates the operating concepts from earlier doctrine to reflect the conditions of the operational environment. Unified land operations is not a new operating concept. It represents the current expression of the proven formula for success: seize, retain, and exploit the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability or defense support of civil authorities operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution.

Glossary

ADP	Army doctrine publication
area of interest	That area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory. This area also includes areas occupied by enemy forces who could jeopardize the accomplishment of the mission. (JP 3-0)
area of operations	An operational area defined by the joint force commander for land and maritime forces that should be large enough to accomplish their missions and protect their forces. (JP 3-0)
campaign	A series of related major operations aimed at achieving strategic and operational objectives within a given time and space. (JP 5-0)
***combined arms maneuver**	The application of the elements of combat power in unified action to defeat enemy ground forces; to seize, occupy, and defend land areas; and to achieve physical, temporal, and psychological advantages over the enemy to seize and exploit the initiative.
DA	Department of the Army
FM	field manual
JP	joint publication
MDMP	military decisionmaking process
operational environment	A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. (JP 1-02)
synchronization	The arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time. (JP 2-0)
***unified land operations**	How the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution.
***wide area security**	The application of the elements of combat power in unified action to protect populations, forces, infrastructure, and activities; to deny the enemy positions of advantage; and to consolidate gains in order to retain the initiative.

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Field manuals and selected joint publications are listed by new number followed by old number.

REQUIRED PUBLICATIONS

These documents must be available to intended users of this publication.

FM 1-02 (101-5-1). *Operational Terms and Graphics*. 21 September 2004.

JP 1-02. *Department of Defense Dictionary of Military and Associated Terms*. 8 November 2010.

RELATED PUBLICATIONS

These documents contain relevant supplemental information.

JOINT PUBLICATIONS

Most joint publications are available online:
<http://www.dtic.mil/doctrine/new_pubs/jointpub.htm.>

JP 2-0. *Joint Intelligence*. 22 June 2007.

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