

LESSON 13

SERVICE WARFIGHTING: THE UNITED STATES ARMY

“ The Army’s deployment is the surest sign of America’s commitment to accomplishing any mission that occurs on land.”

—The Army Vision, 1999

Lesson Introduction

This lesson presents an overview of U.S. Army doctrine. It explores the core competencies and basic tenets of the Army as well as discusses its organization. The lesson’s readings provide the necessary insight into how Army forces are organized for combat operations and support operations. It covers about the largest tactical unit in the Army, the corps, and goes into great detail about the Army Service Component Command (ASCC). Like the other services, the Army is planning for warfare in the 21st century and the study of this lesson should provide students with an understanding of the operational doctrine of the U.S. Army that is necessary for every staff officer to effectively function within the Joint environment.

Student Requirements by Educational Objective

Requirement 1

Objective 1. Understand the relationship between Army Service doctrine and Joint doctrine. [JPME Area 2(a)(d)]

Objective 2. Comprehend the elements of combat power used by the Army. [JPME Area 1(a)(e)]

Read:

- Joint Pub 3-33, *Joint Force Capabilities*, 13 October 1999, pp. II-1 to II-5 (3 pages)
- FM 3-0, *Operations*, pp. 4-2 to 4-11 (10 pages)

“ The whole of military activity must therefore relate directly or indirectly to the engagement. The end for which a soldier is armed, and trained, the whole object of his sleeping, eating, drinking, and marching is simply that he should fight at the right place and at the right time.”

—Carl von Clausewitz

The assertion below is a quote from General Eric Shinseki, the U.S. Army's 34th Chief of Staff:

“In the decade since the end of the Cold War, the strategic environment has become less stable, more uncertain, and more dangerous. The international order is again in transition. While our traditional adversaries seem less menacing, others have developed the capacity to threaten our national interests. Friction between the forces of integration and disintegration has increased the nature and scope of potential threats. All of our armed forces must be ready to deal with these threats, but land forces alone have the ability to place “boots on the ground” and interact with populations, directly and continuously. In this capacity for human interaction, ground forces are unique. The Army provides human interaction—the basis for our warfighting doctrine, our crises management philosophy, and our engagement strategy. Warfighting is complex, but the historical lessons of the military art, the principles of war, the tenets of Army operations, and our warfighting tactics, techniques and procedures—all the fundamental imperatives—boil down to several rules of thumb applicable at every level of war. First, we will win on the offense; we must be able to defend well, but you win on the offense. Next we want to initiate combat on our terms—at a time, in a place, and with a method of our own choosing—not our adversary’s—**our** choosing. Third, we want to gain the initiative and retain it for as long as possible and never surrender it unless forced to. Fourth, we want to build momentum quickly. And finally, we want to win—decisively. These rules of thumb require commanders to master transitions. Transitions—passage of lines, reliefs in place, obstacles and rivers, going from offense to defense and back again, projecting power through airheads and beachheads, and transitioning from peacekeeping and warfighting and back again—sap operational momentum. Mastering transitions is key to setting the conditions for winning decisively. Forces that can do so provide strategic flexibility to the National Command Authorities [POTUS/SECDEF], who need as many options as possible in a crisis. The Army has historically provided those capabilities and options with the versatility and agility of its formations. The Army performs missions today similar to those it has performed throughout history. The places and the methods differ, but the qualities demanded of the Army are unchanged—an ethos of service to the nation, the readiness to fight and win wars, and a willingness to accomplish any mission the American people ask of us. As we transform the Army into a force that is strategically responsive and dominant across the full range of military operations, our role as servant to the Nation remains clear. American Soldiers remain the centerpiece of our formation. Their character and our values are the threads from which we make whole cloth. Soldiers define our relationship with the American people—loyalty to the Constitution, the nation, its citizens, and obedience to civilian authority. Soldiers accept hardship and danger and sometimes injury and

death in pursuit of these ideals. For over 226 years, the American people have relied on the Army to protect and defend the Constitution and to guarantee their freedom, security, and interests.”

Requirement 2

Objective 3. Understand the U.S. Army’s six core competencies and its five basic tenets. [JPME Area 1(a)]

Objective 4. Understand the basic organization of the U.S. Army. [JPME Area 1(a)]

Read:

- FM 3-0, *Operations*, pp. 4-15 to 4-18 (3 pages)
- FM 1, *The Army*, pp. 21 to 27 (6 pages)

View:

- Air Command and Staff College lecture, “America’s Army (ARFOR)” by LTC Barry Taylor, U.S. Army (32 minutes)

“To organize, equip, and train forces for the conduct of prompt and sustained combat operations on land. Accordingly, the Army must possess the capability to defeat enemy land forces and to seize, occupy, and defend land areas. Additionally, we must be capable of conducting air and missile defense, space and space control operations, and Joint amphibious and airborne operations. These capabilities require the support of special operations forces, the operation of landlines of communication, and civil programs prescribed by law. These primary functions and the diverse, full spectrum set of missions assigned by the National Command Authorities and combatant commanders link the Army’s enduring roles with the Army core competencies.”

—FM 1, *The Army*

“Good ships and good guns are simply good weapons, and the best weapons are useless save in the hands of men who know how to fight with them.”

—President Theodore Roosevelt

Requirement 3

Objective 5. Comprehend how Army forces and capabilities are integrated at the operational level of war. [JPME Area 1(a)(b)(e), 2(d), 3(a)(c)(e), 4(d)]

Objective 6. Compare and contrast the roles, missions, and functions of a U.S. Army warfighting headquarters with those of a component headquarters, specifically the Army Service Component Command (ASCC). [JPME Area 1(a)(b)(e), 2(d), 3(a)(c), 4(d)]

Read:

- FM 100-7, *Decisive Force: The Army in Theater Operations*, 31 May 1995, pp. A-3 to A28 (stop at Other Major Army Commands) (24 pages)
- FM 100-15, *The Army Corps*, 29 October 1996, pp. 1-1 to 1-11 (stop at Joint Force Capabilities) (11 pages)

Senior army commanders, as subordinates to a Joint force commander (JFC), and their senior staff officers execute operational art through the design and conduct of major operations, including contingency operations. Often the ASCC/ARFOR is the supported commander who is planning and executing a major operation. This greatly affects the planning of deep operations; deep fires; interdiction; Army airspace command and control (A²C²); and reconnaissance, intelligence surveillance, and target acquisition (RISTA) within the senior army commander's area of operation (AO). Like any component commander, the ARFOR commander may be designated as the supporting commander in a Joint or multinational operation, if not the JFC's focus of effort.

Generally, the ASCC/ARFOR commander is responsible for the following:

- Recommending to the combatant commander or sub-unified commander the proper employment of Army component forces.
- Accomplishing assigned operational missions.
- Selecting and nominating specific units of the Army for assignment to theater forces.
- Conducting joint training, including the training of other Service components, as directed.
- Informing the combatant commander of Army logistics support effects on operational capabilities.
- Supporting operational and exercise plans, as requested.
- Developing Army program and budget requests for the combatant commander.
- Informing the combatant commander of program and budget decisions that may affect planning and operations.
- Conducting Army-specific functions such as internal administration and discipline, training, normal logistics functions, and Army intelligence matters.
- Informing the combatant commander of Joint non-strategic nuclear support required by the Army.
- Ensuring signal interoperability.
- Providing logistical and administrative support to the ARFOR participating in a JTF.

Army corps are the largest tactical units in the U.S. Army and have several roles. The corps can conduct operations as part of a larger ground force, similar to what occurred in Operations Desert Shield/Storm and in Operation Iraqi Freedom. Additionally, the corps can function as a Service component headquarters (ARFOR) or as the HQ for a Joint force land component command (JFLCC), or the corps can form the nucleus of a Joint task force (JTF) headquarters. A perfect example of the latter is what occurred in Afghanistan with XVIII Airborne Corps operating as JTF Afghanistan.

Responsibilities of a corps as part of a larger force include the following:

- Conducts stability and support operations and/or decisive operations in accordance with the plans and orders of the ARFOR/JFLCC.
- Conducts normal adjacent and supporting unit coordination, liaison, etc.

Responsibilities as a JTF headquarters:

- Functions at either the tactical or operational level of war.
- Provides direction and focus for different subordinate components.
- Creates an understanding of the strategic and regional environment, policies, and treaty commitments.
- Refines and establishes rules of engagement.
- Integrates sea, air, land, and special operations forces.

Responsibilities as an ARFOR or JFLCC:

- Coordinates with other JTF level components or functional commands.
- Coordinates with the other Service component headquarters of the JTF.
- Plans and conducts operations in compliance with Joint force commander (JFC) guidance.
- Provides liaison between the JTF, components, and supporting commanders.

When the corps operates as a JTF headquarters or as a functional component command (JFLCC), the corps commander is responsible for determining the additional staff augmentation and supporting requirements required in order to perform the role. The corps commander is also responsible for coordinating the additional staff and supporting requirements with the proper establishing headquarters that will assist in providing these requirements. Some examples are as follows:

- Joint and special staff augmentation (J1 – J6).
- Specific functional area augmentation (Civil Affairs / PSYOPS / Movement Control).
- Communications support.

Requirement 4

Objective 7. Comprehend how U.S. Army forces were used by U.S. Central Command (CENTCOM) during Operation Desert Storm. [JPME Area 1(a)(e), 3(a)]

Read:

- *The Generals' War*, Chapters 18 and 19 (53 pages)

Chapters 18 and 19 discuss the Army's role in the execution of the CENTCOM operations plan. The Army was used in the classic sense, consistent with Army doctrine of the period. The classic armor and mechanized battle for which it had trained so long in central Europe was then occurring in even better, more open terrain. Everything was tested: long-duration armor and mechanized movement and maneuver, concentrated use of attack helicopter formations against enemy armored formations, theater logistics, and command and control systems. This was the first time the Army had fought a corps since Korea. Operation Desert Storm was certainly a defining moment for the U.S. Army.

Lesson Summary

An understanding of the U.S. Army's capabilities and limitations is crucial to Joint and multinational operations planning and will assist future commanders and staff officers in appreciating the complementary land power the Army offers within the Joint operational environment. Knowledge of Army-specific doctrine and the interrelationship with Joint doctrine will be instrumental in successful operations planning. It appears that the Army corps has remained relevant as evidenced by Operations Enduring Freedom and Iraqi Freedom. How sustained land forces will continue to fight, either through Service or functional componency, will be determined by the requirements levied by our nation and the future operating environment. Future Army concepts will continue to evolve and change in order to best project Army forces and to determine the ways and means by which Army forces will contend with future global threats and ever-changing national strategic interests.

JPME Summary

AREA 1					AREA 2				AREA 3					AREA 4					AREA 5			
A	B	C	D	E	A	B	C	D	A	B	C	D	E	A	B	C	D	E	A	B	C	D
X	X			X	X			X	X		X		X				X					