



ADP 3-0 OPERATIONS

NOVEMBER 2016

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This publication supersedes ADP 3-0 dated 10 May 2011.

HEADQUARTERS, DEPARTMENT OF THE ARMY

Foreword

In 2011 the Army updated its warfighting doctrine to conduct unified land operations executed through decisive action and guided by mission command. ADP 3-0, *Operations*, is a natural evolution of past capstone doctrine that captured the most critical lessons of almost fifteen years of sustained land combat. In this edition, we not only reflect on the past but also look to the future. This publication builds on the idea that success requires fully integrating Army operations with the efforts of unified action partners.

ADP 3-0 provides a common operational concept for Army forces who must be ready to operate across the range of military operations and across multiple domains, integrating their actions with unified action partners as part of a larger effort. Today, Army forces are engaged with more than 140,000 Soldiers in over 150 countries, either conducting combat operations, deterring aggression, or reassuring our allies and partners. The United States Army is also relentlessly hunting terrorists throughout many other parts of the world. We are engaging our partners in Africa and throughout the Americas. Readiness for current and future operations requires a force that is honed through effective training and education and well versed on how our Army conducts operations.

The central idea of operations is that, as part of a joint force, Army forces seize, retain, and exploit the initiative to gain and maintain a position of relative advantage in sustained land operations to prevent conflict, shape the operational environment, and win our Nation's wars as part of unified action. ADP 3-0 discusses the principles of unified land operations—mission command, develop the situation through action, combined arms, adhere to the law of war, establish and maintain security, and create multiple dilemmas for the enemy. ADP 3-0 incorporates the tenets of unified land operations—simultaneity, depth, synchronization, and flexibility. It highlights the concept that operational art is the connection between strategic objectives and tactical actions, and it supports a common construct for organizing both joint and Army operations. The construct consists of the Army operations process, an operations framework for visualizing and describing operations, and combat power.

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.

A handwritten signature in black ink, consisting of a series of loops and a final dot, representing the name David G. Perkins.

DAVID G. PERKINS
GENERAL, UNITED STATES ARMY
TRADOC COMMANDER

OPERATIONS

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PREFACE

ADP 3-0 is one of the Army's two capstone doctrine publications; the other is ADP 1, *The Army*. ADP 3-0 presents overarching doctrinal guidance and direction for conducting operations. 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 provides operational guidance for commanders and trainers at all echelons and forms the basis for Army education system curricula. (See figure 1 on page iv for a chart of the logic of ADP 3-0.)

The principal audience for ADP 3-0 is 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 leaders 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. ADP 3-0 is not the proponent publication (the authority) for any Army term. ADRP 3-0 is now the proponent publication for terms which the previous ADP 3-0 was the authority. For definitions in the text, the term is italicized and the number of the proponent publication follows the definition.

Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable United States, international, and, in some cases, host-nation laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement. (See FM 27-10.)

ADP 3-0 applies to the Active Army, Army National Guard/Army National Guard of the United States, and U.S. Army Reserve unless otherwise stated.

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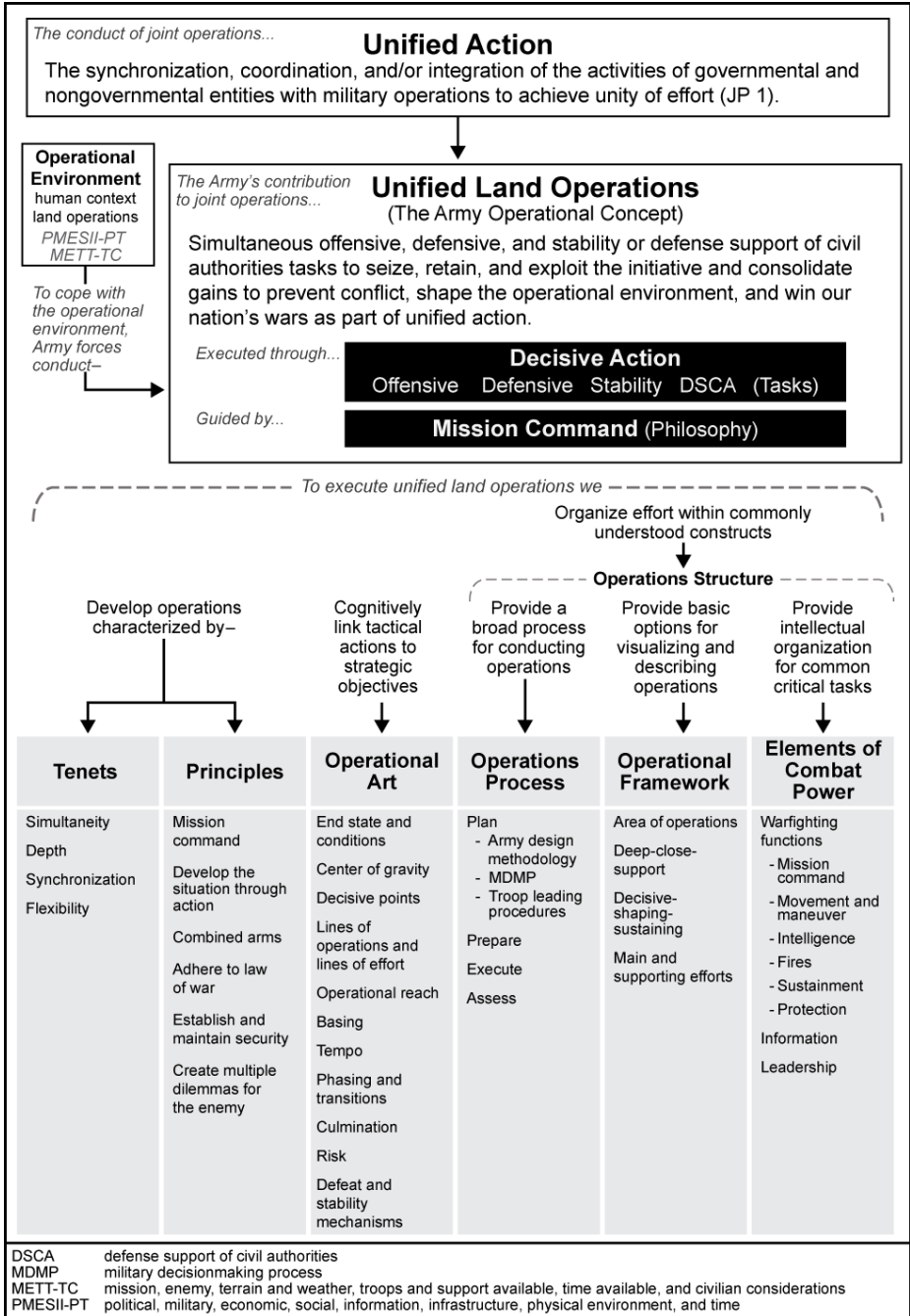


Figure 1. ADP 3-0 unified logic chart

ARMY OPERATIONS

1. An *operation* is a sequence of tactical actions with a common purpose or unifying theme (JP 1). Army forces, as part of the joint force, contribute to the joint fight through the conduct of unified land operations. *Unified land operations* are simultaneous offensive, defensive, and stability or defense support of civil authorities tasks to seize, retain, and exploit the initiative and consolidate gains to prevent conflict, shape the operational environment, and win our Nation's wars as part of unified action (ADRP 3-0). ADP 3-0 is the Army's basic warfighting doctrine and is the Army's contribution to unified action.

MILITARY OPERATIONS

2. Army forces are employed within a context defined by the specific operational environment, the character of the threat, and the character of the friendly force. Army forces conduct operations to preserve vital national interests; foremost among these are sovereignty in the homeland and the U.S. constitutional form of government. Army forces are prepared to operate across the range of military operations, integrating their actions with unified action partners as part of a larger effort.

AN OPERATIONAL ENVIRONMENT

3. An *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 3-0). Commanders at all levels have their own operational environments for their particular operations. An operational environment for any specific operation is not just isolated conditions of interacting variables that exist within a specific area of operations. It also involves interconnected influences from the global or regional perspective (for example, politics and economics) that impact on conditions and operations there. Thus, each commander's operational environment is part of a higher commander's operational environment.

OPERATIONAL AND MISSION VARIABLES

4. Army leaders plan, prepare, execute, and assess operations by analyzing their operational environment in terms of the operational variables and mission variables. The operational variables consist of political, military, economic, social, information, infrastructure, physical environment, and time (known as PMESII-PT). The mission variables consist of mission, enemy, terrain and weather, troops and support available, time available, and 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 describe a commander's operational environment but do 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.

THREATS AND HAZARDS

5. Threats are a fundamental part of an overall operational environment for any operation. A *threat* is any combination of actors, entities, or forces that have the capability and intent to harm United States forces, United States national interests, or the homeland (ADRP 3-0). Threats consist of enemies, adversaries, neutrals, and hybrid threats. Threats may include individuals, groups of individuals (organized or not organized), paramilitary or military forces, nation-states, or national alliances. Commanders and staffs must understand how current and potential threats organize, equip, train, employ, and control their forces.

6. Although not strictly viewed as a threat, a *hazard* is a condition with the potential to cause injury, illness, or death of personnel; damage to or loss of equipment or property; or mission degradation (JP 3-33). Hazardous conditions or natural phenomena are able to damage or destroy life, vital resources, and institutions, or prevent mission accomplishment. Understanding hazards and their effects on operations allows the commander to better understand the terrain, weather, and various other factors that best support the mission. Understanding hazards also helps the commander visualize potential impacts on operations.

WAR AS A HUMAN ENDEAVOR

7. War is a human endeavor—a fundamentally human clash of wills often fought among populations. It is not a mechanical process that can be controlled precisely, or even mostly, by machines, statistics, or laws that cover operations in carefully controlled and predictable environments. Fundamentally, all war is about changing human behavior. It is both a contest of wills and a contest of intellect between two or more sides in a conflict, with each trying to alter the behavior of the other side. Success in operations is often determined by a leader's ability to outthink an opponent to gain and maintain the initiative. The side that forecasts better, learns and adapts more rapidly, thinks more clearly, decides and acts more quickly, and is comfortable operating with uncertainty stands the greatest chance to seize, retain, and exploit the initiative in order to succeed over an opponent.

UNIFIED ACTION

8. *Unified action* is the synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort (JP 1). *Unity of effort* is coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization, which is the product of successful unified action (JP 1). As military forces synchronize actions, they achieve unity of effort. Unified action includes actions of Army, joint, and multinational forces synchronized or coordinated with activities of other government agencies, nongovernmental and intergovernmental organizations, and the private sector. Through engagement, military forces play a key role in unified action before, during, and after operations. The Army's contribution to unified action is unified land operations. Army forces are uniquely suited to shape

operational environments through their forward presence and sustained engagements with unified action partners and local civilian populations.

LAND OPERATIONS

9. The Army's primary mission is to organize, train, and equip forces to conduct prompt and sustained land combat operations and perform such other duties, not otherwise assigned by law, as may be prescribed by the President or the Secretary of Defense (as described in Title 10, U.S. Code). The Army does this through its operational concept of unified land operations. Army doctrine aligns with joint doctrine and takes into account the nature of land operations. The command and control of operations on land fundamentally differs from other types of military operations. Five characteristics distinguish land operations: scope, duration, terrain, permanence, and civilian presence.

Scope

10. Land operations can occur across the entire expanse of the land domain and across the range of military operations. Land combat may involve *close combat*—warfare carried out on land in a direct-fire fight, supported by direct and indirect fires and other assets (ADRP 3-0).

Duration

11. With few exceptions (such as ambushes or raids), Army forces do not execute an operation and return to a base; they remain in contact with enemy forces almost continuously. Doing this allows them to destroy enemies or render them incapable or unwilling to conduct further action.

Terrain

12. Land operations take place in the densest of all media—the ground environment. The complex variety of natural and manmade features of the ground environment contrasts significantly with the relative transparency of air, sea, and space environments.

Permanence

13. Land operations frequently require seizing or securing terrain. With control of terrain comes control of the local population and its productive capabilities.

Civilian Presence

14. Land operations affect civilians by disrupting routine life patterns and potentially placing civilians in harm's way. Army forces must plan to conduct minimum-essential stability tasks (providing security, food, water, shelter, and medical treatment) as an integral part of land combat.

ARMY FORCES—EXPEDITIONARY CAPABILITY AND CAMPAIGN QUALITY

15. The Army combines expeditionary capability and campaign quality to contribute crucial, sustained landpower to unified action. Army forces provide the joint force commander the capability to conduct prompt and sustained land combat operations. Expeditionary capability is the ability to promptly deploy combined arms forces on short notice to any location in the world, capable of conducting operations immediately upon arrival. Campaign quality is the Army's ability to sustain operations as long as necessary and to conclude operations successfully. Senior joint commanders plan effective campaigns and major operations in conjunction with senior Army leaders.

CLOSE COMBAT

16. Close combat is indispensable and unique to land operations. Only on land do combatants routinely and in large numbers come face-to-face with one another. Close combat underlies most Army efforts in peace and war. When other means fail to drive enemy forces from their positions, Army forces close with and destroy or capture them. The outcome of battles and engagements depends on Army forces' abilities to prevail in close combat.

READINESS THROUGH TRAINING

17. Effective training is the cornerstone of operational success. Through training and leader development, Soldiers, leaders, and units achieve the tactical and technical competence that builds confidence and allows them to conduct successful operations across the continuum of conflict. The Army trains its forces using training doctrine that sustains their expeditionary and campaign excellence. Focused training prepares Soldiers, leaders, and units to deploy, fight, and win. This same training prepares Soldiers to create stable environments. Achieving this competence requires specific, dedicated training on offensive, defensive, and stability or defense support of civil authorities tasks. Training continues in deployed units to sustain skills and to adapt to changes in an operational environment.

OPERATIONAL ART

18. 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.

19. 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 large scale combat operations, 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. When conducting stability tasks, 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.

20. The 12 principles of joint operations represent important factors that affect the conduct of operations across the levels of warfare. The 12 principles are objective, offensive, mass, maneuver, economy of force, unity of command, security, surprise, simplicity, restraint, perseverance, and legitimacy. Rather than a checklist, the principles are considerations. While commanders consider the principles in all operations, they do not apply in the same way to every situation. Nor do all principles apply to all situations. Rather, these principles summarize characteristics of successful operations.

21. In applying operational art, Army commanders and their staffs use intellectual tools to help them understand an operational environment as well as visualize and describe their approach for conducting an operation. Collectively, this set of tools is known as the elements of operational art. The 10 elements of operational art are end state and conditions, center of gravity, decisive points, lines of operations and lines of effort, basing, tempo, phasing and transitions, culmination, operational reach, and risk. These elements help commanders understand, visualize, and describe the integration and synchronization of the elements of combat power as well as their commander’s intent and guidance.

22. 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.

THE ARMY’S OPERATIONAL CONCEPT

23. The *operational concept* is a fundamental statement that frames how Army forces, operating as part of a joint force, conduct operations (ADP 1-01). The Army’s operational concept is unified land operations. Unified land operations are simultaneous offensive, defensive, and stability or defense support of civil authorities tasks. The purpose of these tasks is to seize, retain, and exploit the initiative and consolidate gains. These operations will prevent conflict, shape the operational environment, and win our Nation’s wars as part of unified action. The goal of unified land operations is to apply landpower as part of unified action to defeat the enemy on land and establish conditions that achieve the joint force commander’s end state.

DECISIVE ACTION

24. *Decisive action* is the continuous, simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities tasks (ADRP 3-0). In unified land operations, commanders seek to seize, retain, and exploit the initiative while synchronizing their actions to achieve the best effects possible. Operations conducted outside the United States and its territories simultaneously combine three elements—offense, defense, and stability. Within the United States and its territories, decisive action combines the elements of defense support of civil authorities and, as required, offense and defense to support homeland defense.

SEIZE, RETAIN, AND EXPLOIT THE INITIATIVE

25. Army forces seize, retain, and exploit the initiative by forcing the enemy to respond to friendly action. By presenting the enemy multiple dilemmas, commanders force the enemy to react continuously until the enemy is finally driven into untenable positions. Seizing the initiative pressures enemy commanders into abandoning their preferred options and making costly mistakes. As enemy mistakes occur, friendly forces seize opportunities and create new avenues for exploitation. Throughout operations, commanders focus combat power to protect populations, friendly forces, and infrastructure; to deny the enemy positions of advantage; and to consolidate gains to retain the initiative.

26. Army forces remain the preeminent fighting force in the land domain. However, Army forces conduct multi-domain battle, as part of a joint force, to seize, retain, and exploit control over enemy forces. Army forces deter adversaries, restrict enemy freedom of action, and ensure freedom of maneuver and action in multiple domains for the joint force commander.

CONSOLIDATE GAINS

27. *Consolidate gains* is the activities to make permanent any temporary operational success and set the conditions for a sustainable stable environment allowing for a transition of control to legitimate civil authorities (ADRP 3-0). Army forces provide the joint force commander the ability to capitalize on operational success by consolidating gains. Consolidate gains is an integral part of winning armed conflict and achieving success across the range of military operations, and it is essential to retaining the initiative over determined enemies and adversaries. To consolidate gains, Army forces reinforce and integrate the efforts of all unified action partners.

PRINCIPLES OF UNIFIED LAND OPERATIONS

28. A *principle* is a comprehensive and fundamental rule or an assumption of central importance that guides how an organization or function approaches and thinks about the conduct of operations (ADP 1-01). By integrating the principles of unified land operations, Army commanders can achieve operational and strategic success. The six principles of unified land operations are mission command, develop the situation through

action, combined arms, adherence to the law of war, establish and maintain security, and create multiple dilemmas for the enemy.

Mission Command

29. *Mission command* is 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 (ADP 6-0). Mission command is exercised by Army commanders. It blends the art of command and the science of control while integrating the warfighting functions to conduct the tasks of decisive action.

Develop the Situation Through Action

30. Commanders fight for information to develop the situation while in contact with the enemy across multiple domains and gain information through close association with the population. Developing the situation through action is the responsibility of each and every Soldier.

Combined Arms

31. *Combined arms* is the synchronized and simultaneous application of all elements of combat power that together achieve an effect greater than if each element was used separately or sequentially (ADRP 3-0). Combined arms uses the capabilities of all Army and joint weapon systems, including cyberspace operations and multinational assets in complementary and reinforcing capabilities.

Adherence to Law of War

32. *Law of war* is that part of international law that regulates the conduct of armed hostilities (JP 1-04). The main purposes of the law of war are to protect combatants, noncombatants, and civilians; provide certain fundamental protections for persons who fall into the hands of the enemy; facilitate the restoration of peace; assist military commanders in ensuring the disciplined and efficient use of force; and preserve the profession and humanity of combatants.

Establish and Maintain Security

33. Army forces conduct area security to ensure freedom of movement and action and deny the enemy the ability to disrupt operations. Commanders combine reconnaissance; raids; and offensive, defensive, and stability tasks to protect populations, friendly forces, installations, borders, extended infrastructure, and activities critical to mission accomplishment.

Create Multiple Dilemmas for the Enemy

34. Army forces present the enemy with multiple dilemmas across multiple domains because they possess the simultaneity to overwhelm the enemy physically and psychologically, the depth to prevent enemy forces from recovering, and the endurance

to sustain operations. Simultaneous operations in depth, supported by military deception, present the enemy with multiple dilemmas, degrade enemy freedom of action, reduce enemy flexibility and endurance, and upset enemy plans and coordination.

TENETS OF UNIFIED LAND OPERATIONS

35. *Tenets of operations* are desirable attributes that should be built into all plans and operations and are directly related to the Army's operational concept (ADP 1-01). The tenets of unified land operations describe the Army's approach to generating and applying combat power across the range of military operations through the four tasks of decisive action. The four tenets of unified land operations are simultaneity, depth, synchronization, and flexibility.

Simultaneity

36. *Simultaneity* is the execution of related and mutually supporting tasks at the same time across multiple locations and domains (ADRP 3-0). Operating simultaneously across the land, air, maritime, space, and cyberspace domains allows Army forces to deliver multiple blows to the enemy while reassuring allies and influencing neutrals.

Depth

37. *Depth* is the extension of operations in time, space, or purpose, to achieve definitive results (ADRP 3-0). Army leaders engage enemy forces throughout their depth, preventing the effective employment of reserves, command and control nodes, logistics, and other capabilities not in direct contact with friendly forces.

Synchronization

38. *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). Synchronization is the ability to execute multiple related and mutually supporting tasks in different locations at the same time, producing greater effects than executing each in isolation.

Flexibility

39. *Flexibility* is the employment of a versatile mix of capabilities, formations, and equipment for conducting operations (ADRP 3-0). Commanders enable adaptive forces through flexibility, which facilitates collaborative planning and decentralized execution.

SUCCESS THROUGH UNIFIED LAND OPERATIONS

40. Ultimately, the operational concept of unified land operations seeks to accomplish the mission. Seizing, retaining, and exploiting the initiative requires commanders to interpret developments and shift the weight of effort throughout their operations to achieve decisive results. As they interpret, the assigned forces and priorities for each task of decisive action change. Throughout an operation, commanders constantly adapt and

perform many tasks simultaneously, always preparing to consolidate gains. Commanders change tactics, modify their exercise of mission command, change task organization, and adjust the weight placed on each task of decisive action. These actions keep the force focused on accomplishing the mission and enable it to seize, retain, and exploit the initiative. Commanders base each action on their understanding of the situation, available resources, and the force's ability to execute multiple, diverse tasks. After each action, commanders assess the results. Assessments include the progress of ongoing operations, changes in the situation, and effects the rules of engagement have on the force's effectiveness. Commanders not only assess how well a current operation is accomplishing the mission, but also how its conduct is shaping the situation for subsequent missions.

OPERATIONS STRUCTURE

41. The operations structure—the operations process, warfighting functions, and operational framework—is the Army's common construct for unified land operations. It allows Army leaders to rapidly and effectively organize efforts in a manner commonly understood across the Army. The operations process provides a broadly defined approach to developing and executing operations. The warfighting functions provide a common organization for critical functions. The operational framework provides Army leaders with basic conceptual options for arraying forces and visualizing and describing operations.

OPERATIONS PROCESS

42. The operations process consists of the major mission command activities performed during operations: planning, preparing, executing, and continuously assessing the operation. The operations process is a commander-led activity informed by mission command. 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 planning necessary to understand, visualize, and describe their unique operational environments; make and articulate decisions; and direct, lead, and assess military operations.

43. *Army design methodology* is a methodology for applying critical and creative thinking to understand, visualize, and describe unfamiliar problems and approaches to solving them (ADP 5-0). The Army design methodology is particularly useful as an aid to conceptual thinking about unfamiliar problems. To produce executable plans, commanders integrate the Army design methodology with the detailed planning typically associated with the military decisionmaking process. Commanders who use the Army design methodology may gain a greater understanding of an operational environment and its problems, and then they can visualize an appropriate operational approach.

44. The military decisionmaking process is also an iterative planning methodology. It integrates activities of the commander, staff, subordinate headquarters, and other partners. This integration enables them 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 for execution. The military

decisionmaking process applies both conceptual and detailed approaches to thinking, but it is most closely associated with detailed planning.

45. Troop leading procedures are a dynamic process used by small-unit leaders to analyze a mission, develop a plan, and prepare for an operation. Heavily weighted in favor of familiar problems and short time frames, organizations with staffs typically do not employ troop leading procedures. More often, leaders use troop leading procedures to solve tactical problems when working alone or with a small group. For example, a company commander may use the executive officer, first sergeant, fire support officer, supply sergeant, and communications sergeant to assist during troop leading procedures.

THE WARFIGHTING FUNCTIONS

46. To execute operations, commanders conceptualize capabilities in terms of combat power. Combat power has eight elements: leadership, information, mission command, movement and maneuver, intelligence, fires, sustainment, and protection. The Army collectively describes the last six elements as the warfighting functions. Commanders apply combat power through the warfighting functions using leadership and information.

ARMY OPERATIONAL FRAMEWORK

47. An *operational framework* is a cognitive tool used to assist commanders and staffs in clearly visualizing and describing the application of combat power in time, space, purpose, and resources in the concept of operations (ADP 1-01). The operational framework has four components. First, commanders are assigned an area of operations for the conduct of operations. Second, commanders can designate deep, close, and support areas to describe the physical arrangement of forces in time and space. Third, within these areas, commanders conduct decisive, shaping, and sustaining operations to articulate the operation in terms of purpose. Finally, commanders designate the main and supporting efforts to designate the shifting prioritization of resources.

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). For land operations, an area of operations includes subordinate areas of operations assigned by Army commanders to their subordinate echelons as well.

Deep, Close, and Support Areas

49. A *deep area* is the portion of the commander's area of operations that is not assigned to subordinate units (ADRP 3-0). Operations in the deep area involve efforts to prevent uncommitted enemy forces from being committed in a coherent manner. The *close area* is the portion of a commander's area of operations assigned to subordinate maneuver forces (ADRP 3-0). Operations in the close area are operations that are within a subordinate commander's area of operations. Finally, the *support area* is the portion of the commander's area of operations that is designated to facilitate the positioning,

employment, and protection of base sustainment assets required to sustain, enable, and control operations (ADRP 3-0). Commanders assign a support area as a subordinate area of operations to support functions.

DECISIVE, SHAPING, AND SUSTAINING OPERATIONS

50. The *decisive operation* is the operation that directly accomplishes the mission (ADRP 3-0). It determines the outcome of a large scale combat operation, battle, or engagement. A *shaping operation* is an operation that establishes conditions for the decisive operation through effects on the enemy, other actors, and the terrain (ADRP 3-0). Shaping operations may occur throughout the area of operations and involve any combination of forces and capabilities. Finally, a *sustaining operation* is an operation at any echelon that enables the decisive operation or shaping operation by generating and maintaining combat power (ADRP 3-0). Sustaining operations differ from decisive and shaping operations in that they focus internally (on friendly forces) rather than externally (on the enemy or environment).

51. Throughout decisive, shaping, and sustaining operations, commands and their staffs need to ensure that forces maintain positions of relative advantage, operations are integrated with unified action partners, and continuity is maintained throughout operations.

52. A *position of relative advantage* is a location or the establishment of a favorable condition within the area of operations that provides the commander with temporary freedom of action to enhance combat power over an enemy or influence the enemy to accept risk and move to a position of disadvantage (ADRP 3-0). Positions of relative advantage provide an opportunity for a unit to compel, persuade, or deter an enemy decision or action.

53. Army leaders integrate Army operations within this larger effort. Commanders, assisted by their staffs, integrate numerous processes and activities within the headquarters and across the force.

54. Commanders balance priorities carefully between current and future operations. They seek to accomplish the mission efficiently, while conserving as many resources as possible for future operations.

MAIN AND SUPPORTING EFFORTS

55. Commanders designate main and supporting efforts to establish clear priorities of support and resources among subordinate units. The *main effort* is a designated subordinate unit whose mission at a given point in time is most critical to overall mission success (ADRP 3-0). It is usually weighted with the preponderance of combat power. A *supporting effort* is a designated subordinate unit with a mission that supports the success of the main effort (ADRP 3-0). Commanders resource supporting efforts with the minimum assets necessary to accomplish the mission.

COMBAT POWER

56. *Combat power* is the total means of destructive, constructive, and information capabilities that a military unit or formation can apply at a given time (ADRP 3-0). To execute combined arms operations, commanders conceptualize capabilities in terms of combat power. Combat power has eight elements: leadership, information, mission command, movement and maneuver, intelligence, fires, sustainment, and protection. These elements facilitate Army forces accessing joint and multinational fires and assets. The Army collectively describes the last six elements as the warfighting functions. Commanders apply combat power through the warfighting functions using leadership and information.

INFORMATION AND LEADERSHIP

57. Commanders apply leadership through mission command. Leadership is the multiplying and unifying element of combat power. The Army defines *leadership* as the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization (ADP 6-22).

58. Information enables commanders at all levels to make informed decisions on how best to apply combat power. Ultimately, this creates opportunities to achieve definitive results. Knowledge management enables commanders to make informed, timely decisions despite the uncertainty of operations. Information management helps commanders make and disseminate effective decisions faster than the enemy can.

THE SIX WARFIGHTING FUNCTIONS

59. A *warfighting function* is a group of tasks and systems united by a common purpose that commanders use to accomplish missions and training objectives (ADRP 3-0). Combined arms operations use the capabilities of each warfighting function, along with leadership and information, in complementary and reinforcing capabilities. The warfighting functions are the physical means that tactical commanders use to execute operations and accomplish missions assigned by superior tactical- and operational-level commanders.

60. The *mission command warfighting function* is the related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions (ADRP 3-0). Commanders, assisted by their staffs, integrate numerous processes and activities within the headquarters and across the force as they exercise mission command. Through exercising disciplined initiative in dynamic conditions within the commander's intent, subordinates adapt and act decisively.

61. 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 (ADRP 3-0). The movement and maneuver warfighting function includes tasks associated with force projection related to gaining a position of relative advantage over the enemy. Movement is necessary to disperse and displace the force as a

whole or in part when maneuvering. *Maneuver* is the employment of forces in the operational area through movement in combination with fires to achieve a position of advantage in respect to the enemy (JP 3-0).

62. The *intelligence warfighting function* is the related tasks and systems that facilitate understanding the enemy, terrain, weather, civil considerations, and other significant aspects of an operational environment (ADRP 3-0). The intelligence warfighting function synchronizes information collection with the primary tactical tasks of reconnaissance, surveillance, security, and intelligence operations. The Army executes intelligence, surveillance, and reconnaissance through the operations and intelligence processes.

63. The *fires warfighting function* is the related tasks and systems that provide collective and coordinated use of Army indirect fires, air and missile defense, and joint fires through targeting processes (ADRP 3-0). Army fires systems deliver fires in support of offensive and defensive tasks to create specific lethal and nonlethal effects on a target.

64. 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 (ADRP 3-0). Sustainment determines the depth and duration of Army operations. Sustainment provides the support necessary to maintain operations until mission accomplishment.

65. 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 (ADRP 3-0). Preserving the force includes protecting personnel (combatants and noncombatants) and physical assets of the United States and unified action partners, including the host nation. The protection warfighting function enables the commander to maintain the force's integrity and combat power.

ORGANIZING COMBAT POWER

66. Commanders employ three means to organize combat power: force tailoring, task-organizing, and mutual support.

67. *Force tailoring* is the process of determining the right mix of forces and the sequence of their deployment in support of a joint force commander (ADRP 3-0). It involves selecting the right force structure for a joint operation from available units within a combatant command or from the Army force pool. Commanders then sequence selected forces into the area of operations as part of force projection.

68. *Task-organizing* is the act of designing a force, support staff, or sustainment package of specific size and composition to meet a unique task or mission (ADRP 3-0). Characteristics to examine when task-organizing the force include, but are not limited to, training, experience, equipment, sustainability, operational environment, enemy threat, and mobility. Task-organizing includes allocating assets to subordinate commanders and establishing their command and support relationships.

69. *Mutual support* is that support which units render each other against an enemy, because of their assigned tasks, their position relative to each other and to the enemy, and

their inherent capabilities (JP 3-31). Mutual support has two aspects—supporting range and supporting distance.

70. *Supporting range* is the distance one unit may be geographically separated from a second unit yet remain within the maximum range of the second unit's weapons systems. (ADRP 3-0). It depends on available weapons systems and is normally the maximum range of the supporting unit's indirect fire weapons. For small units (such as squads, sections, and platoons), it is the distance between two units that their direct fires can cover effectively.

71. *Supporting distance* is the distance between two units that can be traveled in time for one to come to the aid of the other and prevent its defeat by an enemy or ensure it regains control of a civil situation (ADRP 3-0). Factors that affect distance are terrain and mobility, distance, enemy capabilities, friendly capabilities, and reaction time. To exploit the advantage of supporting distance, units must synchronize their maneuver and fires more effectively than the enemy can.

Glossary

The glossary lists acronyms and terms with Army or joint definitions. Where Army and joint definitions differ, (Army) precedes the definition. The proponent publication for other terms is listed in parentheses after the definition.

SECTION I – ACRONYMS AND ABBREVIATIONS

ADP	Army doctrine publication
ADRP	Army doctrine reference publication
DA	Department of the Army
FM	field manual
JP	joint publication
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, and civil considerations
PMESII-PT	political, military, economic, social, information, infrastructure, physical environment, and time
U.S.	United States

SECTION II – TERMS

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)

Army design methodology

A methodology for applying critical and creative thinking to understand, visualize, and describe unfamiliar problems and approaches to solving them. (ADP 5-0)

close area

The portion of a commander's area of operations assigned to subordinate maneuver forces. (ADRP 3-0)

close combat

Warfare carried out on land in a direct-fire fight, supported by direct and indirect fires and other assets. (ADRP 3-0)

combat power

(Army) The total means of destructive, constructive, and information capabilities that a military unit or formation can apply at a given time. (ADRP 3-0)

combined arms

Combined arms is the synchronized and simultaneous application of all elements of combat power that together achieve an effect greater than if each element was used separately or sequentially. (ADRP 3-0)

consolidate gains

The activities to make permanent any temporary operational success and set the conditions for a sustainable stable environment allowing for a transition of control to legitimate civil authorities. (ADRP 3-0)

decisive action

The continuous, simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities tasks. (ADRP 3-0)

decisive operation

The operation that directly accomplishes the mission. (ADRP 3-0)

deep area

The portion of the commander's area of operations that is not assigned to subordinate units. (ADRP 3-0)

depth

The extension of operations in time, space, or purpose, to achieve definitive results. (ADRP 3-0)

fires warfighting function

The related tasks and systems that provide collective and coordinated use of Army indirect fires, air and missile defense, and joint fires through targeting processes. (ADRP 3-0)

flexibility

The employment of a versatile mix of capabilities, formations, and equipment for conducting operations. (ADRP 3-0)

force tailoring

The process of determining the right mix of forces and the sequence of their deployment in support of a joint force commander. (ADRP 3-0)

hazard

A condition with the potential to cause injury, illness, or death of personnel; damage to or loss of equipment or property; or mission degradation. (JP 3-33)

intelligence warfighting function

The related tasks and systems that facilitate understanding the enemy, terrain, weather, civil considerations, and other significant aspects of an operational environment. (ADRP 3-0)

law of war

That part of international law that regulates the conduct of armed hostilities. (JP 1-04)

leadership

The process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization. (ADP 6-22)

main effort

A designated subordinate unit whose mission at a given point in time is most critical to overall mission success. (ADRP 3-0)

maneuver

The employment of forces in the operational area through movement in combination with fires to achieve a position of advantage in respect to the enemy. (JP 3-0)

mission command

(Army) 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. (ADP 6-0)

mission command warfighting function

The related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions. (ADRP 3-0)

movement and maneuver warfighting function

The related tasks and systems that move and employ forces to achieve a position of relative advantage over the enemy and other threats. (ADRP 3-0)

mutual support

That support which units render each other against an enemy, because of their assigned tasks, their position relative to each other and to the enemy, and their inherent capabilities. (JP 3-31)

operation

A sequence of tactical actions with a common purpose or unifying theme. (JP 1)

operational concept

A fundamental statement that frames how Army forces, operating as part of a joint force, conduct operations. (ADP 1-01)

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 3-0)

operational framework

A cognitive tool used to assist commanders and staffs in clearly visualizing and describing the application of combat power in time, space, purpose, and resources in the concept of operations. (ADP 1-01)

position of relative advantage

A location or the establishment of a favorable condition within the area of operations that provides the commander with temporary freedom of action to enhance combat power over an enemy or influence the enemy to accept risk and move to a position of disadvantage. (ADRP 3-0)

principle

A comprehensive and fundamental rule or an assumption of central importance that guides how an organization or function approaches and thinks about the conduct of operations. (ADP 1-01)

protection warfighting function

The related tasks and systems that preserve the force so the commander can apply maximum combat power to accomplish the mission. (ADRP 3-0)

shaping operation

An operation that establishes conditions for the decisive operation through effects on the enemy, other actors, and the terrain. (ADRP 3-0)

simultaneity

The execution of related and mutually supporting tasks at the same time across multiple locations and domains. (ADRP 3-0)

support area

The portion of the commander's area of operations that is designated to facilitate the positioning, employment, and protection of base sustainment assets required to sustain, enable, and control operations. (ADRP 3-0)

supporting distance

The distance between two units that can be traveled in time for one to come to the aid of the other and prevent its defeat by an enemy or ensure it regains control of a civil situation. (ADRP 3-0)

supporting effort

A designated subordinate unit with a mission that supports the success of the main effort. (ADRP 3-0)

supporting range

The distance one unit may be geographically separated from a second unit yet remain within the maximum range of the second unit's weapons systems. (ADRP 3-0)

sustaining operation

An operation at any echelon that enables the decisive operation or shaping operation by generating and maintaining combat power. (ADRP 3-0)

sustainment warfighting function

The related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. (ADRP 3-0)

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)

task-organizing

The act of designing a force, support staff, or sustainment package of specific size and composition to meet a unique task or mission. (ADRP 3-0)

tenets of operations

Desirable attributes that should be built into all plans and operations and are directly related to the Army's operational concept. (ADP 1-01)

threat

Any combination of actors, entities, or forces that have the capability and intent to harm United States forces, United States national interests, or the homeland. (ADRP 3-0)

unified action

The synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort. (JP 1)

unified land operations

Simultaneous offensive, defensive, and stability or defense support of civil authorities tasks to seize, retain, and exploit the initiative and consolidate gains to prevent conflict, shape the operational environment, and win our Nation's wars as part of unified action. (ADRP 3-0)

unity of effort

Coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization, which is the product of successful unified action. (JP 1)

warfighting function

A group of tasks and systems united by a common purpose that commanders use to accomplish missions and training objectives. (ADRP 3-0)

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By order of the Secretary of the Army:

MARK A. MILLEY
General, United States Army
Chief of Staff

Official:

A handwritten signature in black ink, appearing to read "Gerald B. O'Keefe". The signature is stylized and cursive.

GERALD B. O'KEEFE
Administrative Assistant to the
Secretary of the Army

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