

## Introduction

**T**his is the **fifteenth edition of the Army's capstone operations manual**. Its lineage goes back to the first doctrine written for the new American Army, Baron von Steuben's 1779 Regulations for the Order and Discipline of the Troops of the United States. Today, as with each previous version of Operations, FM 3-0 shapes **all of Army doctrine**, while influencing the Army's organization, training, materiel, leadership and education, and Soldier concerns. But its contents are not truly capstone doctrine until Army forces internalize it. This requires education and individual study by all Army leaders, and it requires more: Army leaders must examine and debate the doctrine, measuring it against their experience and strategic, operational, and tactical realities. They must also recognize that **while FM 3-0 can inform them of how to think about operations, it cannot provide a recipe for what to do on the battlefield**.

Always dynamic, **Army doctrine** balances between the Army's current capabilities and situation with its projected requirements for future operations. At the same time, Army doctrine forecasts **the immediate future in terms of organizational, intellectual, and technological developments**. This requirement is particularly challenging for this edition of FM 3-0. The Army is heavily committed in conflicts in Afghanistan and Iraq and to countering terrorism worldwide. How long this will remain the ease remains unknown. Therefore, this edition promulgates doctrine for Army operations in those conflicts. However, America's strategy requirements remain global. **FM 3-0 does not focus exclusively on current operations, regardless of how pressing their requirements**. The Army's experience makes it clear that no one can accurately predict the nature, location, or duration of the next conflict. So this doctrine also addresses the needs of an Army responsible for deploying forces promptly at any time, in any environment, against any adversary. This is **its expeditionary capability**. Once deployed, the Army operates for extended periods across the spectrum of conflict, from stable peace through general war. This is its campaign capability.

This edition of FM 3-0 reflects **Army thinking in a complex period of prolonged conflicts and opportunities**. The doctrine recognizes that current conflicts defy solution by military means alone and that land power, while critical, is only part of each campaign. Successes in future conflicts will require the protracted application of all the instruments of national power—diplomatic, informational, military, and economies. Because of this, Army doctrine now equally weights tasks dealing with the population—stability or civil support—with those related to offensive and defensive operations. This parity is critical, it recognizes that 21<sup>st</sup> century conflict involves more than combat between armed opponents. While defeating the enemy with offensive and defensive operations, Army forces simultaneously shape the broader situation through no lethal actions **to restore security and normalcy to the local populace**.



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*Soldiers operate among populations, not adjacent to them or above them. They often face the enemy among non-combatants, with little to distinguish one from the other until combat erupts. Killing or capturing the enemy in proximity to non-combatants complicates land operations exponentially. **Winning battles and engagements is important but alone is not sufficient.** Shaping the civil situation is just as important to success. Informing the public and influencing specific audiences is central to mission accomplishment. Within the context of current operations worldwide, stability operations are often as important as -or more important than- offensive and defensive operations. Department of*

*Defense policy states: **“Stability operations are a core U.S. military mission that the Department of Defense shall be prepared to conduct and support. They shall be given priority comparable to combat operations and be explicitly addressed and integrated across all DOD activities including doctrine, organizations, training, education, exercises, materiel, leadership, personnel, facilities, and planning”.***

## Full Spectrum Operations FM 3-0\*

### Resetting the Capstone of Army Doctrine

**T**oday the United States remains a nation at war. This war is unlike any other in our history, representing a fundamental clash of ideologies and cultures that could span generations. We face an era of persistent conflict, with an intractable enemy intent on isolating the world from American power and influence - an extremist enemy of uncommon resolve fueled by unparalleled hatred for the rights and freedoms reflected in our democratic society.

The enemy of today is patient, resourceful and committed to bringing terror to the American homeland. Ours is a complex and volatile world, where chaos is commonplace and hatred a basic tenet of the expanding societal abyss.

BY GENERAL WILLIAM S. WALLACE, COMMANDER, TRADOC

Globalization inherently ties our economy to countless others while the information revolution has eroded the protection once offered by our borders.

In the midst of this historic conflict, the Army has undertaken **a historic transformation effort, reshaping itself into a decisive force with unique expeditionary and campaign capabilities.** The Army has broken the mold of the traditional divisional army to forge a brigade-based force capable of prompt, sustained land operations against any opponent across the spectrum of conflict. At the heart of this transformation effort is a shift in doctrinal emphasis that captures the essence of more than six years of current operational experience that has characterized military service since 9/11. For the Army to remain agile and adaptive in this chaotic and uncertain era of persistent conflict, it is imperative that we capture and codify this experience within doctrine.

On February 28, 2008, Secretary of the Army Pete Geren and Army Chief of Staff Gen. George W. Casey Jr. are scheduled to announce the publication of *Field Manual (FM) 3-0 Operations*. The 15<sup>th</sup> edition of the Army's capstone operations manual, *FM 3-0* traces its lineage to Secretary of War Elihu Root's 1905 *Field Service Regulations*. Baron von Steuben's 1779 *Regulations for the Order and Discipline of the Troops of the United States* is its antecedent. Together with *FM 1 The Army* (released in 2005), *FM 3-0* sets the capstone of Army doctrine.

Today, as with each previous version, *FM 3-0* shapes all of Army doctrine, while influencing the Army's organization, training, materiel, leadership and education, and soldier concerns. But **its contents are not truly capstone doctrine until Army forces internalize it.** This requires education, debate and individual study by all Army leaders, measuring it against strategic, operational and tactical realities. Much of this edition of *FM 3-0 Operations* represents an evolution of its predecessor, published in 2001. Many of the principles and fundamentals remain unchanged, while others reflect the collective wisdom gained from more than six years of recent operational experience. While elements of this doctrine may be evolutionary, its impact on the force and the application of the doctrine will be revolutionary.

For the first time since the 1982 edition, *FM 3-0* is framed around a central operational concept -full spectrum operations-that represents the **core of Army doctrine.**

In adopting an operational concept within capstone doctrine, the Army returned to a practice dating back to the 1976 edition of *FM 100-5*, which introduced the *Active Defense* as the central unifying concept for operational doctrine. In 1982 and 1986, subsequent editions of *FM 100-5* established and refined the concept of *AirLand Battle*, the operational concept that focused the Cold War Army on a coherent theory of war for defeating Warsaw Pact aggression.

## Full Spectrum Operations

Army forces combine offensive, defensive and stability or civil support operations *simultaneously* as part of an interdependent Joint force to seize, retain and exploit the initiative, accepting prudent risk to create opportunities to achieve decisive results.

They employ synchronized action-lethal and non-lethal-proportional to the mission and informed by a thorough understanding of all variables of the operational environment.

Mission command that conveys intent and an appreciation of all aspects of the situation guides the adaptive use of Army forces.

# Freedom of speech

**“Full spectrum operations”** is more than just a concept that describes how commanders can apply unique combinations of offensive, defensive and stability or civil support tasks to solve complex operational problems. As an operational concept, full spectrum operations fundamentally redefines **our basic notion of combat power**, from how we generate it through the warfighting functions to how we apply it synergistically through combined arms operations. The operational concept drives initiative and emphasizes accepting prudent risk to create opportunities to achieve decisive results.

The manual *Operations* details **how the concept applies to every Army operation across the spectrum of conflict**. It explains how Army forces apply the operational concept in every conceivable situation, from stable peace to general war. It describes how Army forces adapt to the requirements of a fundamentally dynamic operational environment and how they conduct operations within that environment, combining Joint force capabilities, synchronized action and mission command.

*Full spectrum operations* focuses on the Army’s preeminent challenge: balancing expeditionary agility and responsiveness with the endurance and adaptability to carry any campaign to a decisive and successful conclusion, regardless of circumstances.

**This edition of FM 3-0 reflects Army thinking in a complex era of persistent conflict**, in which *stability operations* are as important as offensive and defensive operations-if not more so. Soldiers will consistently operate in and among the people of the world, conducting operations in an environment fundamentally human in character. In this environment, the efforts of the force focus primarily on the people. These efforts-stability tasks-improve their safety, security, social well-being and livelihood; they shape a “whole of government” approach that integrates the activities of a wide array of military and civilian participants; and they fulfill our legal and moral obligations according to the Hague and Geneva Conventions.



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Toward this end, **FM 3-0 elevates stability operations to coequal status with the offense and defense.** While previous editions of *FM 3-0* focused on the warfighting capabilities of the Army, Operations acknowledges that secure, lasting peace is only achievable by combining the destructive capabilities inherent in offensive and defensive operations with the constructive capability innate to stability operations. Through unique combinations of offensive, defensive and stability operations, land forces establish the conditions that foster the success of the other instruments of national power and-through unified action-enable the processes that engender a stable peace.

Successfully **executing these stability tasks** also depends on influencing attitudes. The final success or failure of a stability operation often rests with the perceptions of the people. The actions of soldiers exert the most powerful influence on the people. Soldiers and leaders must **secure the trust and confidence of the population**, ensuring consistency in their actions and messages. They must **master information**. To the people, perception equals truth. Altering perceptions requires accurate, truthful information presented in a way that accounts for how people absorb and interpret information, molding the message for broad appeal and acceptance. This is the essence of *information engagement*.

As they always have, chaos, chance and friction dominate land operations, reflecting the increasing complexity of the operational environment. Understanding and knowledge are the commander's greatest weapons in this environment, where the *art of command*-drawing on vision gained from years of operational experience and education-is paramount to success. **This edition of FM 3-0 ties together battle command and operational art**, providing an integrated model for the creative application of the experience, knowledge and intuition of the commander in full spectrum operations.

*Operations* is underpinned by **understanding**, the expression of mental acumen by commanders (and their staffs) to define and frame complex operational problems and design operations that fundamentally reshape the conditions of the operational environment consistent with national interests and strategy.

It is the creative application of the agile mind that enables the commander to understand the broader context of a given situation through the lens of experience, knowledge, education, intelligence and intuition.

**Understanding, the cornerstone of battle command**, is essential to the commander's ability to leverage competent leadership into decisive action to accomplish the challenging, complex missions our soldiers face today. Understanding is the driving force behind the operational concept that frames our capstone doctrine; it provides the impetus to bridge the chasm between risk and opportunity. Understanding is the catalyst that fosters initiative, the seasoned expression of the agile mind. Ultimately, **understanding lies at the core of decisive action.**

As with all previous editions of the Army's capstone operations doctrine, this manual reflects the progress of the Army through history, yet serves as a **waypoint** in an era of persistent conflict. It emphasizes the lessons learned from combat experience and institutionalizes best practices from the field. It informs leaders and soldiers **how to think about operations**, rather than prescribing a checklist for execution. Ultimately, the success of Army operations depends on the determination of well-trained soldiers, the quality of their small-unit leadership and the abilities of their commanders.

The **Army's success** in fostering a culture of innovation is rooted **in the principles and fundamentals** inculcated through *FM 3-0*, building on an ethical foundation expressed through the **Soldier's Creed** and the **Army Values**. That foundation is underpinned by a capstone doctrine that institutionalizes the ideals of the Warrior Ethos, emphasizes the potential of expeditionary and campaign capability, promotes the traditions and lineage of the Army, and embraces a culture of change and adaptability. *FM 3-0* is reinforced by **an understanding that adaptive leaders and well-trained soldiers are fundamental to realizing the broad potential of full spectrum operations**. Those American soldiers, exemplifying the Army Values of loyalty, duty, respect, selfless service, honor, integrity and personal courage, remain the centerpiece of Army formations.

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Within the pages of this edition of *FM 3-0* is a detailed description of how the Army of today is preparing to confront the challenges of the future while sustaining ongoing operations and maintaining readiness to meet current threats. It addresses how the Army is developing policies, doctrine, training and behavior to forge a culture that embraces the operational and organizational challenges endemic of a turbulent, chaotic and uncertain operational environment. ***FM 3-0* represents the Army's blueprint for an uncertain future.**