
Generating Force Support for Operations

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Contents

	Page
PREFACE	iii
INTRODUCTION	v
Chapter 1 THE ARMY'S GENERATING FORCE.....	1-1
The Army	1-1
Effective Capabilities	1-5
Chapter 2 THE OPERATIONAL ENVIRONMENT	2-1
Significant Societal Trends	2-1
Operational Variables	2-2
Threats	2-5
Full Spectrum Operations: The Army's Operational Concept	2-5
Unified Action	2-6
Joint Interdependence	2-7
ARFORGEN	2-7
Chapter 3 EMPLOYING THE GENERATING FORCE	3-1
Categories of Support	3-1
Organization of Generating Force Capabilities	3-1
Supporting the Joint Campaign	3-2
Planning Support for Operations	3-7
Providing Capabilities	3-8
Accessing Capabilities	3-9
Chapter 4 ADAPTING TO THE OPERATIONAL ENVIRONMENT	4-1
Understanding the Operational Environment	4-1
Support to Rapid Adaptation	4-8
Generating Capabilities for Operations	4-11
Chapter 5 ENABLING STRATEGIC REACH	5-1
Support to Force Projection	5-1
Sustaining Deployed Forces	5-4
Building and Sustaining Operational Networks	5-10

Contents

Chapter 6	DEVELOPING MULTINATIONAL PARTNER CAPABILITY AND CAPACITY 6-1
	Stability Operations.....6-1
	Support for Security Force Assistance 6-2
	Support for Infrastructure Development.....6-6
Appendix	ORGANIZATIONS AND THEIR CAPABILITIES FOR OPERATIONAL SUPPORT A-1
	GLOSSARY Glossary-1
	REFERENCES..... References-1
	INDEX Index-1

Figures

Figure 1-1. Title 10 functions	1-2
Figure 1-2. Representative list of Army generating force organizations.....	1-3
Figure 6-1. Representative force integration capabilities	6-5

Preface

This manual defines the Army's generating force and establishes as doctrine the employment of its capabilities in support of ongoing joint and multinational operations and deployed forces. It describes how operating forces can access and employ generating force capabilities in support of ongoing operations. It incorporates lessons learned from recent and ongoing operations, including Operations Enduring Freedom and Iraqi Freedom, the War on Terrorism, the response to Hurricane Katrina, and others. This information allows operational Army forces to understand generating force capabilities and employ these capabilities successfully in support of ongoing operations. It enables generating force organizations to ready these capabilities. This manual describes how the joint force can access and employ generating force capabilities in support of operations.

The generating force consists of Army organizations whose primary mission is to generate and sustain the operational Army. The United States Army Training and Doctrine Command (TRADOC), for example, is part of the generating force. Activities the generating force conducts in support of readiness, Army force generation (ARFORGEN), and the routine performance of functions specified and implied in Title 10 and other applicable legislation are addressed in Army regulations and Department of the Army pamphlets and are not addressed here. As a consequence of its performance of functions specified and implied by law, the generating force also possesses operationally useful capabilities for employment by or in direct support of joint force commanders. This manual's introduction elaborates the manual's purpose and explains the necessity of employing generating force capabilities in the conduct of operations. It introduces the three principal categories of generating force support to ongoing operations: adapting to the operational environment, enabling strategic reach, and developing multinational partner capability and capacity.

- Chapter 1 defines the generating force and its relationship to the operational Army and the joint force. It describes the three categories of capabilities.
- Chapter 2 describes the operational environment and the role of landpower within it. It briefly describes where the generating force fits within the operational environment.
- Chapter 3 describes the employment of the generating force for ongoing operations. This includes how operating forces access generating force capabilities and the employment of those capabilities in a joint campaign.
- Chapter 4 describes how the generating force enables adaptation to the operational environment. It describes how generating force capabilities contribute to attaining situational understanding and adapting Army operational capabilities to a specific context.
- Chapter 5 describes how the generating force enables strategic reach. It describes the generating force's role in projecting power and sustaining it once deployed. It describes the generating force's role in developing and maintaining the network that connects Soldiers, policy makers, and support personnel. It concludes by describing the generating force's role in supporting reconstruction.
- Chapter 6 discusses how the generating force supports the development of multinational partner capability and capacity through participation in security and reconstruction.
- The appendix lists the principal generating force organizations and their capabilities for supporting operations.

This manual applies to Army headquarters at the brigade echelon and above. It is of primary interest to the commanders and staffs of theater armies, corps, and divisions and the leaders of Army commands, direct reporting units, and Headquarters, Department of the Army. It applies to all Army leaders, especially planners, trainers, educators, force designers, materiel developers, and doctrine developers.

This manual applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve unless otherwise stated.

TRADOC is the proponent for this manual. The U.S. Army Capabilities Integration Center (ARCIC) is the preparing agency. Send written comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Director, Army Capabilities Integration Center (Forward), Room 1200, 2530 Crystal Drive, Arlington, Virginia 22202. Send electronic comments to arcic.army.mil/fm101form.asp.

Introduction

The Army's primary mission is to provide capabilities for the conduct of prompt and sustained combat incident to operations on land. The Army most effectively executes a particular mission when it draws on the collective capability of the entire force. The Army provides its capabilities from two functionally discrete but organizationally integrated entities known as the operational Army and the generating force. Most of the Army's operational capability resides in the modular units and headquarters of the operational Army, which the generating force generates and sustains. Besides generating and sustaining the operational Army, the generating force can provide operational capabilities for employment by or in support of joint force commanders.

Today's operational environment is complex, interconnected, and dynamic. It calls for the use of specific operational capabilities intrinsic to the generating force's performance of functions specified and implied by law. This environment comprises the conditions, circumstances, and influences that affect the employment of capabilities and bear on the commander's decisions. It includes physical areas and factors and the information domain. It also includes the adversary, friendly, and neutral systems relevant to a specific joint operation. Many U.S. enemies and adversaries are highly adaptive, often combining their ability to adapt with asymmetric tactics and capabilities. This operational environment demands increasingly sophisticated capabilities for rapid analysis of and rapid adaptation to the operational area, or for tailoring the operational force for a specific context.

Additionally, defeating adaptive enemies requires the establishment or restoration of stable states and effective institutions, especially security forces. The generating force's ability to develop and sustain potent landpower capabilities supports security forces and governmental institutions. It also contributes to developing, maintaining, and managing infrastructure. Moreover, the modern information environment and improved transportation capabilities allow the effective application of capabilities from outside a combatant commander's area of responsibility. Over the course of the War on Terrorism, generating force organizations have improvised and provided many capabilities in this vein.

This manual institutionalizes the generating force role in providing capabilities to operating forces. Generating force support to ongoing operations falls into three broad categories:

- *Adapting to the operational environment* is the ability to adapt U.S. capabilities, or generate new ones, to meet the requirements of a rapidly and constantly evolving operational environment.
- *Enabling strategic reach* is the contribution of the generating force to increasing the distance and duration over which the nation can project power.
- *Developing multinational partner capability and capacity* is the generating force's support of stability operations by providing capabilities to assist security forces and conduct reconstruction.

Operating force commanders and planners use these three categories to guide their employment of generating force capabilities. Generating force leaders use these categories to guide in developing capabilities for operational employment.

This manual describes the major, existing capabilities of the generating force to support ongoing operations. Generating force leaders further consider the inherent operational capabilities of their organizations and adapt those capabilities in support of joint force commanders. This manual does not provide an exhaustive list of operationally relevant generating force capabilities.

As with any military mission, the formal processes by which capabilities are allocated, and the formal relationships under which they operate, are less important than the participants' understanding of the shared mission and their will to accomplish it. The operational Army and the generating force must remain mutually aware of the Army's collective capabilities and operational needs. They must work together to provide optimum capabilities to joint force commanders.

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Chapter 1

The Army's Generating Force

The Army is divided into two functionally discrete but organizationally integrated entities. These are known as the operational Army and the generating force. The operational Army consists primarily of units whose primary purpose is to conduct or support full spectrum operations. The generating force is that part of the Army whose primary purpose is generating and sustaining operational Army units by performing functions specified and implied by law. As a consequence of performing those functions, the generating force also has capabilities that are useful in supporting operations in the current operational environment. This chapter defines and describes the Army's generating force and its relationship to the operational Army.

THE ARMY

1-1. The Army derives its existence and mission from the Constitution of the United States and from legislation, principally Title 10 of the U.S. Code. FM 1 thoroughly describes the origins, organization, and mission of the Army. In brief, according to the U.S. Code, the Army's primary mission is to provide capabilities to conduct prompt and sustained combat incident to operations on land. The Army is responsible for the preparation of land forces necessary for the effective prosecution of war, except as otherwise assigned. In accordance with integrated joint mobilization plans, it is also responsible for the expansion of the peacetime components of the Army to meet the needs of war.

1-2. The Army calls these capabilities landpower. *Landpower* is the ability—by threat, force, or occupation—to promptly gain, sustain, and exploit control over land, resources, and people (FM 3-0).

1-3. To provide landpower capabilities, the Army has two functionally discrete but organizationally integrated entities known as the operational Army and the generating force. The operational Army provides the bulk of Army capabilities to the joint force for the conduct of full spectrum operations. The generating force generates and sustains the operational Army and also provides some specific landpower capabilities to the joint force.

1-4. An Army organization's primary purpose distinguishes it as part of the operational Army or the generating force. Regardless of their purpose or assignment of resources, Army organizations provide the capabilities that meet the operational need.

THE OPERATIONAL ARMY

1-5. The operational Army consists primarily of the Army Modular Force, which is trained and organized to fight as part of the joint force. Modular organizations can be quickly assembled into strategically responsive force packages able to move rapidly wherever needed. They can quickly and seamlessly transition among types of operations. Modular organizations provide the bulk of forces needed for sustained land operations. In addition to conventional forces, the Army continues to provide the majority of special operations force capabilities in support of the U.S. Special Operations Command's global mission.

1-6. By law, operational Army units are typically assigned to combatant commanders. The Army normally executes its responsibilities to organize, train, and equip operational Army units through Army Service component commands (ASCCs).

1-7. This manual makes frequent reference to *operating forces*, defined as those forces whose primary missions are to participate in combat and the integral supporting elements thereof (JP 1-02). In this manual,

the term *operating forces* broadly connotes joint capabilities employed in the conduct of full spectrum operations. The generating force supports operating forces from all services in the conduct of joint operations.

THE GENERATING FORCE

1-8. The primary mission of the generating force is to generate and sustain operational Army capabilities. This mission and the generating force's capabilities to execute it are more fully described in the Army War College publication, *How the Army Runs: A Senior Leader Reference Handbook*. The generating force also possesses operationally useful capabilities. However, the Army does not organize the generating force into standing organizations with a primary focus on specific operations. Rather, when generating force capabilities perform specific functions or missions in support of and at the direction of joint force commanders, it is for a limited period of time. Upon completion of the mission, the elements and assets of those generating force capabilities revert to their original function.

1-9. All elements of the Army, whether generating force or operational Army, perform functions specified by law (figure 1-1). The practical distinction is that the execution of these functions and others implied by law constitutes the primary purpose of generating force organizations. Title 10 is not the only statute that governs the generating force, nor is the list of functions in figure 1-1 exhaustive.

• Recruiting • Organizing • Supplying • Equipping (including research and development) • Training • Servicing • Mobilizing • Demobilizing • Administering (including the morale and welfare of personnel)	• Maintaining • Constructing, outfitting, and repairing military equipment • Constructing, maintaining, and repairing buildings, structures, and utilities, and acquiring real property and interests in real property necessary to carry out the responsibilities specified in this section
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Figure 1-1. Title 10 functions

1-10. The current security environment has led to the emergence of certain operational missions requiring employment of generating force capabilities. Missions suitable for generating force capabilities include—

- The development of multinational partners' security forces.
- The repair, development, and management of infrastructure in support of stability operations.
- The adaptation of operating forces across the domains of doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF).

The generating force often can perform these types of missions with greater effectiveness and efficiency than ad hoc operational Army organizations. Put another way, the generating force can perform its Title 10 functions either in generating and sustaining the operational Army or for supporting ongoing operations. However, in each case the generating force provides its capabilities under a different set of conditions. This manual describes the subsets of generating force capabilities to support ongoing operations.

1-11. The generating force includes Army commands and direct reporting units. Figure 1-2 lists representative organizations from the generating force. Unlike operational Army units, which are usually assigned to combatant commanders, organizations within the generating force typically are assigned to the Department of the Army and report to the Secretary of the Army.

- Headquarters, Department of the Army (HQDA)
- Headquarters, U.S. Army Forces Command (FORSCOM)
- U.S. Army Training and Doctrine Command (TRADOC)
- U.S. Army Materiel Command (USAMC)
- U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) (NETCOM/9th SC(A))
- U.S. Army Medical Command (MEDCOM)
- Headquarters, U.S. Army Intelligence and Security Command (INSCOM)
- Headquarters, U.S. Army Criminal Investigation Command (CIDC)
- U.S. Army Corps of Engineers (USACE)
- Military District of Washington (MDW)
- U.S. Army Test and Evaluation Command (ATEC)
- U.S. Military Academy (USMA)
- U.S. Army Installation Management Command (IMCOM)

Figure 1-2. Representative list of Army generating force organizations

1-12. Oversight of generating forces' training and readiness, especially to perform operational tasks, is the direct responsibility of Headquarters, Department of the Army (HQDA). The Army G-3/5/7 is the HQDA element with primary responsibility for the oversight of generating force capabilities to support operations.

1-13. The generating force lacks a standing reserve of uncommitted resources for specific operational support. As previously stated, the generating force's primary mission—generating and sustaining the operational Army—determines its overall capabilities and capacity. Diverting generating force elements to participate in ongoing operations risks impairing the generating force's capability to perform its primary mission. Generating force leaders mitigate that risk by mobilizing additional resources to backfill resources diverted to ongoing operations, but this takes time. For that reason, Army senior leadership carefully considers the effects of diverting generating force resources for employment in ongoing operations.

CATEGORIES OF SUPPORT FOR OPERATIONS

1-14. Generating force support for full spectrum operations falls into three broad categories:

- Adapting to the operational environment.
- Enabling strategic reach.
- Developing multinational partner capability and capacity.

These categories describe the application of existing capabilities in today's operational environment.

1-15. Operational planners refer to these categories when considering, requesting, and employing generating force capabilities for operational support. Generating force leaders use them as organizational guidelines to prepare their forces to support operations.

ADAPTING TO THE OPERATIONAL ENVIRONMENT

1-16. Adapting to the operational environment has two parts. The first is the ability to make necessary changes to existing capabilities. The second is the ability to generate new capabilities. Operational requirements change rapidly; therefore, capabilities must adapt rapidly.

1-17. The operational environment is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on decisions of the commander (see chapter 2). It includes physical areas, the information environment, and the adversary, friendly, and neutral systems relevant to an operation. The variables of the operational environment compose an interactively complex system of systems. A change in any part of the system, such as the infrastructure; popular beliefs and perceptions; or enemy tactics, techniques, and procedures changes the overall dynamic.

1-18. The generating force provides its robust analytical capabilities to operating forces, enabling them to understand and respond to the operational environment. These capabilities include assessing physical terrain and trends in land warfare and general capabilities for operations research and systems analysis. The

resulting shared understanding informs ongoing efforts to adapt and continue generating required capabilities.

1-19. Operating forces are aware of and work within an environment influenced by the efforts of interagency, multinational, and nongovernmental partners. In civil support operations, military forces support non-Department of Defense (DOD) agencies. Generating force capabilities help operating forces integrate joint, interagency, and multinational partnerships to achieve mission objectives.

1-20. The generating force enables adaptation to the operational environment by remaining responsive to current operations and anticipating future needs. It tailors preparations to the specific environment in which Army forces will operate. This adaptation is anticipatory rather than reactive. It focuses on the entire operational environment, not just the enemy. Additionally, operating forces and the generating force work together to adapt to the operational environment. By understanding the operational environment's dynamics before and more thoroughly than adversaries, U.S. forces gain and maintain an advantage. Army forces must be able to react rapidly and effectively to changes in adversary, friendly, and neutral systems.

ENABLING STRATEGIC REACH

1-21. Strategic reach is the distance and duration across which the nation can project power (see FM 3-0). Strategic reach refers to the capability to operate against complex, adaptive threats operating anywhere in the world. Strategic reach is multifaceted, encompassing joint military capabilities (air, land, maritime, space, and special operations) and other instruments of national power. The generating force enables strategic reach by supporting force projection, sustaining operating forces, and building and sustaining operational networks.

1-22. Supporting force projection is not a new mission for the generating force. However, an increasingly interconnected global environment now allows forces to be projected directly into operations. The time and resources committed to the deployment process must be minimized. For these reasons, the generating force integrates its support of force projection closely with operational plans and ongoing operations. Moreover, protracted conflict increases the likelihood of redeployment.

1-23. Sustainment includes the logistic, personnel services, and health service support required to maintain and prolong operations until successful mission accomplishment. Sustainment impacts strategic reach more than any other factor. Generating force sustainment support allows the generation, projection, and employment of personnel, materiel, and equipment in support of the campaign plan or operation. Historically, the generating force has sustained operating forces indirectly, with operational Army sustainment organizations as an intermediary. Today, the generating force provides its sustainment capabilities directly to operating forces.

1-24. The Global Information Grid (GIG), of which the Army's LandWarNet is a part, enables operating forces to have access to information and personnel anywhere in the world. Through the GIG's worldwide communications systems, any element of a deployed force can communicate with another. The generating force plays the key role in developing, protecting, and maintaining that network. The generating force ensures that the right information reaches the right person at the right time.

DEVELOPING MULTINATIONAL PARTNER CAPABILITY AND CAPACITY

1-25. The generating force supports the development of multinational partner capability and capacity, primarily through the application of force management, acquisition, and sustainment capabilities. It supports the provision of essential services and economic and infrastructure development. Force management includes force development and force integration.

1-26. In the long run, efforts to improve multinational partner capability and capacity eventually reduce the demands for U.S. forces and resources. However, this requires a significant initial investment of manpower and resources. In the short run, the attainment of U.S. objectives in a given conflict may depend on the successful development of host-nation forces more than on any other factor. Generating force capabilities support the provision of essential services and economic and infrastructure development. The generating

force also facilitates operating forces' access to other capabilities for these tasks, especially those relating to economic development and governance.

1-27. These generating force capabilities extend beyond the development of partner armies. With appropriate enabling legislation, Army generating force capabilities can be employed to support the large scale assistance of security forces and administrative organizations.

EFFECTIVE CAPABILITIES

1-28. The primary mission of generating force organizations is the long-term generation and sustainment of operational Army capabilities. While the generating force retains that mission, it now embraces participation in ongoing operations when required. Similarly, operating force planners now take full advantage of generating force capabilities. Those capabilities are assembled, exercised, and employed on a regular basis to ensure they effectively support operations when required.

1-29. As with any military capability, the formal designations of organizations and capabilities as operational Army or generating force are less important than the Soldiers' understanding of the shared mission and their will to accomplish it. All participants in the process of developing, maintaining, and allocating Army capabilities for operations, whether they are part of the operational Army or generating force, understand that Army capabilities are most effective when they integrate the whole of the Army's capabilities.

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Chapter 2

The Operational Environment

This chapter describes aspects of the operational environment and their implications for the Army's generating force. The operational environment is the composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. It encompasses physical areas and factors of the air, land, maritime, and space domains. It also includes the information environment and the threat. Included within these are the adversary, friendly, and neutral systems that are relevant to a specific joint operation. Friendly systems pertinent to the generating force include Army warfighting capabilities and Army force generation (ARFORGEN).

SIGNIFICANT SOCIETAL TRENDS

- 2-1. Significant societal trends influencing today's operational environment are—
- Global accessibility.
 - Increasing complexity.
 - Rapid evolution.

These trends and their implications for the generating force are described in the following paragraphs.

GLOBAL ACCESSIBILITY

2-2. The combination of modern technological and transportation networks has rendered much of the world easily accessible, either electronically or physically. Information technology has created a truly worldwide information environment. The information environment enables the instantaneous transmission of information. It allows users to control dispersed operations, share information, and shape the perceptions of a global audience. Additionally, geographic distances are much less limiting today. This continually expanding interconnectedness works both ways. On one hand, it enables direct application of generating force capabilities in support of operations. However, it also expands enemies' reach to include the United States homeland and those of allies and friends.

INCREASING COMPLEXITY

2-3. The increasing interconnectedness of the operational environment multiplies the number and complexity of potential interactions. U.S. forces confront an international security environment with weak and failing states, the emergence and diffusion of power to nonstate actors, and the complications attendant to the war on terrorism. Moreover, the increasing prevalence of combat in urban areas and other complex terrain requires a variety and depth of analytical capability. This requirement challenges the organic capability and capacity of operating forces, requiring the mobilization of diverse and sophisticated analytical capabilities. Complex challenges often require the coordinated efforts of a number of interagency, multinational, or nongovernmental partners with diverse goals. This adds to the overall complexity of the operational environment.

RAPID EVOLUTION

2-4. The pace of change continues to accelerate in all domains of human activity. The development of revolutionary technologies with broad military applicability is continually improving precision, detection,

range, lethality, navigation, situational awareness, and other aspects of system and organizational performance. Some new technologies become obsolete and are replaced in a matter of months. Rapid change is occurring not only in technology but also in political and social structures. Even the physical terrain is changing. For example, in the aftermath of Hurricane Katrina, the topography of New Orleans and surrounding areas was altered radically. Similarly, the destructive effects of modern weapons can render urban terrain almost unrecognizable. Moreover, asymmetric and adaptive U.S. adversaries quickly attempt to develop capabilities to exploit perceived gaps in U.S. capabilities across the instruments of national power. These adversaries substitute speed of adaptation for breadth and depth of capability. This rapid evolution of the operational environment reinforces its complexity and places a premium on the ability to adapt. Thus, rapid adaptation becomes an important aspect of military power.

PRINCIPAL IMPLICATION OF SIGNIFICANT SOCIETAL TRENDS

2-5. The principal implication of these societal trends—global access, increasing complexity, and rapid evolution—is that operating forces must draw on generating force capabilities in order to understand the nonmilitary (political, economic, social, information, and infrastructure) variables of an operational environment. Operating force commanders and staff must keep pace with a complex and dynamic operational environment, so they require responsive and authoritative analyses of its widely varying nonmilitary aspects. Generating force knowledge centers, such as the U.S. Military Academy, the Foreign Military Studies Office, other elements of the U.S. Army Training and Doctrine Command (TRADOC) Intelligence Support Activity, and the Army War College, complement operating force capabilities. The generating force mobilizes analytical support through its connections with academia and other analytical institutions. Other generating force organizations, such as the U.S. Army Corps of Engineers, leverage their technical expertise and close working relationships with non-Department of Defense (DOD) organizations to facilitate understanding. Operating force commanders and staffs integrate these analyses into their understanding of the operational environment.

OPERATIONAL VARIABLES

2-6. Analysis of the operational environment considers the following variables: political, military, economic, social, information, and infrastructure. The additional variables of physical environment and time give breadth and depth to the analysis and incorporate the nature of land operations. Each operational environment comprises an interactively complex system of systems, in which changes to any one variable may cause cascading changes to other variables and their relationship to one another. Understanding a conflict's military system requires understanding the other related systems and variables.

POLITICAL

2-7. Because of the complexity of relationships between formal and informal political actors, operating forces may lack sufficient knowledge to understand the political dynamics affecting a given operation. This lack of knowledge is likely to exist when conflict breaks out unexpectedly or during rapidly changing conditions in a crisis.

2-8. Generating force organizations provide analyses of political institutions, actors, issues, and dynamics at the local, regional, and national level in the operational area. The range of such analyses can run from the entire operational area to a single urban area or region within it. These analyses address not only formal and tangible factors but also the underlying social and cultural attitudes that confer or deny legitimacy to systems for the exercise of political authority. However, generating force efforts must be prioritized; generating force capacity is not unlimited.

MILITARY

2-9. The military variable explores the military capabilities of all relevant actors in a given operational environment. Army forces seek to thoroughly understand the evolving military capabilities of partners and adversaries.

2-10. The Army's joint and multinational partners may accurately describe their capabilities without being fully aware of the implications for landpower. In addition, partners are continually adapting their capabilities. The Army must analyze the resulting implications. Many adversaries try to adapt their capabilities to exploit U.S. vulnerabilities and to mitigate their own, pitting their ability to adapt against overwhelming U.S. military power. The Army must analyze and anticipate the adaptation of its adversaries. Generating force organizations provide the analyses of partner and adversary military capabilities for operating forces, deployed and preparing to deploy. These analyses range from the technical capabilities of weapons systems, including improvised weapons, to the effect of adapted enemy or partner capabilities on the conduct of campaigns and major operations. The generating force supports the proactive adaptation of operating forces to the operational environment.

2-11. The capabilities of the generating force enhance strategic partnerships with other nations. These capabilities provide the support required by combatant commanders conducting peacetime military engagement and theater security cooperation. They contribute to improving the situation in weak and failing states.

ECONOMIC

2-12. An economic system encompasses individual behaviors and aggregate phenomena related to the production, distribution, and consumption of resources. Successful conduct of operations depends, in part, on understanding the economic aspects of an operational environment.

2-13. While individual military personnel may understand some aspects of economics and development, military organizations are not organized, trained, or equipped to analyze economic data. Interagency participants in military operations may or may not be able to provide the appropriate expertise. Generating force knowledge centers provide insight and analysis on the economic aspects of the operational environment or mobilize additional capability and capacity for this purpose.

SOCIAL

2-14. The social variable describes the cultural, religious, and ethnic makeup within an operational environment. Culture is the lens through which information is transmitted, processed, and understood. Military forces must understand and navigate different cultures. Much of the Army's capability and capacity to acquire understanding of foreign cultures exists within the generating force. The generating force can facilitate operating forces' access to significant analytical capability and capacity from sources outside the DOD. The uncertainty surrounding the outbreak of future conflicts and the long lead time associated with developing a useful degree of cultural understanding cause the Army's knowledge of foreign cultures to be relatively limited.

INFORMATION

2-15. This variable describes the nature, scope, characteristics, and effects of individuals, organizations, and systems that collect, process, disseminate, or act on information. (For more on the information environment, see JP 3-13.) The information environment relevant to a specific campaign or major operation typically extends beyond the joint operations area. Adversaries and enemies establish their information operations capabilities in sanctuaries in neutral countries. They attempt to conduct information operations against the U.S. worldwide, making the defense of enterprise network capabilities relevant to the ongoing joint operations. The generating force has significant capability to meet these operational demands.

2-16. Threats to the Global Information Grid (GIG) are worldwide, technologically multifaceted, and increasing in scope and severity. They come from individuals and groups motivated to achieve political, military, economic, or social advantages. The globalization of network communications creates vulnerabilities; access to information infrastructure is worldwide. Threats against computers, networks, and information systems vary according to the nature of the conflict and the technical capabilities of the enemy or adversary. Various sources pose threats to strategic, theater, and tactical forces on a continuing basis. Attacks and intrusions compromise missions, corrupt data, degrade networks and systems, and can destroy

hardware and software applications. These effects hamper the effectiveness of supporting forces, degrade the strategic reach of the United States, and impair its ability to conduct distributed operations. Generating force capabilities that protect and maintain Army information systems contribute to defeating such threats.

INFRASTRUCTURE

2-17. The infrastructure system is composed of the basic facilities, services, and installations needed for the functioning of a community or society. A stable, functioning civil society requires adequate infrastructure. It is likely that Army forces will be employed in areas where infrastructure has been destroyed or was inadequate to begin with.

2-18. Operating forces possess limited capability and capacity to repair, maintain, develop, and manage infrastructure. The requirements to conduct large-scale, systemic reconstruction and to manage the complex systems that enable modern society typically exceed this capacity. The generating force has significant capability and capacity to meet these operational demands related to infrastructure.

PHYSICAL ENVIRONMENT

2-19. The physical environment defines the physical circumstances and conditions that influence the conduct of operations throughout the domains of air, land, sea, and space. The defining factors of the land domain are complex terrain, including urban settings (supersurface, surface, and subsurface features), weather, topography, hydrology, and environmental conditions.

2-20. The structural complexity of the physical environment requires capabilities to assess, repair, maintain, and even develop infrastructures in order to—

- Mitigate environmental hazards, including chemical, biological, radiological, and nuclear hazards.
- Provide essential services.
- Enhance the legitimacy of partner governments.

The generating force has significant capability to meet operational demands related to the physical environment.

TIME

2-21. The variable of time influences military operations within an operational environment in terms of the decision-cycles, operating tempo, and planning horizons. It also influences endurance or protraction of operations since any actor in a conflict may exhaust its resources over time. The generating force enables operational forces to sustain efforts over a protracted period, ensuring that enemies exhaust their physical resources first.

IMPLICATIONS OF OPERATIONAL VARIABLES

2-22. In conflict—whether insurgencies, other types of irregular warfare, or conventional warfare—the civilian population often constitutes the conflict’s true center of gravity. Aggressors undertake violence, intending to enhance and sustain their domestic legitimacy. Sometimes this violence is against members of their own nation’s civilian population, as happened in Kosovo in the 1990s. Sometimes violence is directed against the people of neighboring countries, as in Iraq’s 1990 invasion of Kuwait. In each case, however, the civilian population was the center of gravity. In World War I, the conflict dragged on because of the nationalistic fervor within each of the populations involved. In any conflict, reaching an enduring peace accord requires the acceptance of civilian populations.

2-23. In some cases, the civilian population may not constitute the conflict’s center of gravity. Nevertheless, it remains a major aspect of the increasing complexity of the operational environment. Today’s interconnectedness and rapid technological change complicate these dynamics. Understanding the resulting constraints on U.S. operations contributes to success. Generating force capabilities enable operating forces to understand these trends and variables.

2-24. Operational environments are different for each campaign or major operation. However, the likely environments in which Army forces operate share certain characteristics. FM 3-0 describes the process for analyzing operational and mission variables. This manual describes how the operational environment necessitates the application of generating force capabilities.

THREATS

2-25. Enemies and adversaries combine different kinds of threats in asymmetric and adaptive patterns. These are discussed in the following paragraphs.

2-26. Catastrophic threats involve the acquisition, possession, and use of weapons of mass destruction and effect. The generating force has capabilities in the restoration of civilian infrastructure, making its role significant in response to catastrophic threats.

2-27. Irregular threats come from those employing unconventional methods to counter the traditional advantages of stronger opponents. The generating force's capabilities for institutional development are a significant aspect of the military instrument of national power. To defeat the constantly mutating methods of irregular opponents, military forces must adapt to the operational environment more rapidly and more effectively than their opponents. Often, the most effective way to counter irregular threats is the establishment of effective, stable institutions. Finally, the generating force can direct significant effort toward countering irregular threats requiring extensive research and development.

2-28. Disruptive threats come from adversaries who develop and use breakthrough technologies to negate current U.S. advantages in key operational domains. The generating force leverages the scientific knowledge base to counter emerging threat technology.

2-29. Traditional threats are posed by states employing recognized military capabilities and forces in well understood forms of military competition and conflict. These states also seek to adapt their capabilities. The generating force's ability to understand and anticipate the nature and implications of an adversary's adaptation helps operating forces respond.

2-30. U.S. forces must adapt to a changing operational environment more rapidly and more effectively than their adversaries because of—

- The variety among adversaries.
- The way adversaries combine the different types of threats.
- The vast difference in adversaries' organization and modes of operation.
- The reliance of adversaries on adaptation to counter U.S. superiority.

The generating force is instrumental in this adaptation. (See paragraphs 4-57 through 4-79.)

FULL SPECTRUM OPERATIONS: THE ARMY'S OPERATIONAL CONCEPT

2-31. The Army's operational concept, established in FM 1 and revised in FM 3-0, is *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 to achieve decisive results. They employ synchronized action—lethal and nonlethal—proportional to the mission and informed by a thorough understanding of all dimensions 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 (FM 3-0). Outside the United States and its territories, Army operations can simultaneously combine up to three elements—offense, defense, and stability. Within the United States and its territories, operations combine civil support, defense, and offense in support of civil authority.

2-32. The operational concept recognizes that landpower has a dual purpose. It must defeat enemies, and it must shape the civil situation within the joint operations area for other instruments of national power to be effective. Full spectrum operations involve more than simultaneous conduct of their components; commanders also consider the capabilities of each and how its use affects future operations. FM 3-0

describes these elements in detail. Within all major operations, commanders combine offensive, defensive, and stability or civil support operations. Through stability operations, commanders seek to establish and maintain a stable environment that sets the conditions for a lasting peace. These efforts form a significant theme within any major operation.

2-33. The Army's operational concept defines and structures operations that Army forces, as part of a joint force, are best suited to execute. Army forces dominate their enemies when executing full spectrum operations to seize, retain, and exploit the initiative using combined arms, joint interdependent capabilities, and mission command. They defeat enemy forces and create conditions for continuing any campaign by diplomatic, informational, and economic instruments of power, supported by military operations.

2-34. Commanders maintain awareness of and access to all Army capabilities to execute missions. Similarly, generating force leaders anticipate operational needs and prepare their relevant capabilities for employment. The generating force supports the conduct of full spectrum operations by providing capabilities, based on its mission to generate and sustain operational Army capabilities, for support of specific operational missions.

2-35. Stability missions suitable for generating force capabilities include—

- Assisting in the establishment of institutions for administration and governance.
- Assisting security forces.
- Supporting infrastructure and economic development.

2-36. To provide for homeland defense and to protect the United States from direct attack, DOD works as part of an interagency effort with the Department of Homeland Security and other federal, state, and local agencies to address threats to the United States homeland. Defense capabilities to mitigate the effects of attacks also allow DOD to respond to natural disasters such as Hurricane Katrina. The generating force provides unique skills that augment the capability and capacity of the operational Army, other interagency partners, and state and local governments.

2-37. Full spectrum operations require the following three capabilities from the generating force: networked battle command, strategic distributed support and sustainment, and cycling units in and out of operations without an operational pause.

2-38. Networked battle command underpins the operational concept, enabling increased simultaneity and depth. Operating forces establish their own networks, but these draw critical information from networks established, maintained, and protected by the generating force.

2-39. Strategic distributed support and sustainment meet complex requirements. The simultaneous conduct of operations throughout the depth of the operational area requires generating force organizations to posture these complex requirements through oversight and assessments of strategic distribution performance.

2-40. Cycling units in and out of operations without an operational pause allows forces to sustain effort in protracted conflict. This requires the generating force to play a significant role in preparing operating forces for conducting operations in specific campaigns and major operations. Moreover, the necessity to cycle units in and out of operations increases the operational importance of generating force support to redeployment.

2-41. DOD policy requires the military services to provide all capabilities necessary to conduct initial stability operations, when and if the appropriate civilian agencies are unable to do so. Examples include the development of indigenous capacity for a viable market economy, the rule of law, and democratic institutions. Some stability operations tasks such as these exceed the capability and capacity of operational Army organizations. The generating force addresses these shortfalls.

UNIFIED ACTION

2-42. In a complex operational environment, joint force commanders must integrate or support all joint and multinational, military, and civilian organizations to accomplish U.S. objectives in a given campaign or

major operation. These U.S. government agencies, international organizations, and nongovernmental organizations, among many others, provide essential capabilities.

2-43. The term *unified action* refers to the synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort (JP 1). It includes the broad scope of activities taking place when combatant commands, subordinate unified commands, or joint task forces work together. Within this general category of operations, subordinate commanders of forces conduct either single-Service or joint operations to support the overall operation. Unified action synchronizes and integrates joint, single-Service, special, multinational, and supporting intergovernmental organizations and operations with the operations of government agencies, nongovernmental organizations (NGOs), and international organizations to achieve unity of effort in the operational area.

2-44. Joint force commanders are responsible for integrating military and other capabilities to achieve unified action. The Army generating force maintains awareness of the capabilities and needs of organizations outside the DOD to support unified action effectively.

JOINT INTERDEPENDENCE

2-45. Joint interdependence is the purposeful reliance by one Service's forces on another Service's capabilities to maximize complementary and reinforcing effects of both. Joint capabilities make Army forces more effective than they would be otherwise. The following areas of joint interdependence are described in FM 3-0:

- Joint command and control.
- Joint intelligence.
- Joint information operations capabilities.
- Joint fires.
- Joint air operations.
- Joint air and missile defense.
- Joint force projection.
- Joint sustainment
- Joint space operations.

2-46. The primary role of the generating force with regard to joint interdependence is to help operating forces leverage joint capabilities, particularly in the areas of command and control, force projection, and sustainment. In succeeding chapters, this manual briefly describes the role of generating force organizations in facilitating joint interdependence.

ARFORGEN

2-47. The overarching purpose of ARFORGEN is to provide combatant commanders and civil authorities with trained and ready units tailored as modular expeditionary forces. These forces are tailored to joint mission requirements and have a sustainable campaign capability to conduct continuous full spectrum operations. Simultaneously, the Army must be ready to—

- Provide forces to defend the homeland.
- Provide defense support to civil authorities.
- Deter conflict in critical regions.
- Respond promptly to contingencies and swiftly defeat the enemy in major combat operations.

To meet these multiple strategic challenges, the Army is shifting from tiered readiness to cyclic readiness. This shift addresses rotational and contingency requirements under ARFORGEN. ARFORGEN represents a radical revision of the way the generating force performs its Title 10 functions. This manual does not address the conduct of ARFORGEN, which continues to evolve. Rather, this manual addresses the implications of cyclic readiness for the generating force.

2-48. The Army provides units to joint force commanders for protracted campaigns on a rotational basis. Because the Army's Title 10 responsibilities (often referred to as administrative control or ADCON) are continuous, the generating force initiates mission-specific support to units when identified for deployment. This begins with selection of particular units to meet the combatant commander requirements through the ARFORGEN process. Simultaneously, the generating force prepares to meet those unit Title 10 support requirements. The support provided by the generating force continues throughout the deployment.

2-49. The generating force anticipates support requirements based on a likely operational environment. Following unit deployment, the generating force monitors conditions in the operational area to adjust the support provided to the actual operational environment. The generating force continuously coordinates with the gaining theater army for support requirements. This has broad implications for the generating force. It affects how the Army organizes, equips, and trains generating force units, and how they operate. The generating force rapidly adapts its support to deployed Army forces according to the changes in an operational environment. Consequently, the generating force acquires technology and develops policies and procedures necessary to make it as adaptive and versatile as the operating forces.

2-50. The generating force reconstitutes operational forces upon redeployment. That support is specified by law and covered by Army regulation and therefore lies outside of this manual's scope.

Chapter 3

Employing the Generating Force

This chapter systematically describes how operating forces access and employ generating force capabilities for support to ongoing operations. Successful employment of generating force support depends on operating forces' awareness and understanding of generating force capabilities.

CATEGORIES OF SUPPORT

3-1. The Army did not originally design institutional organizations to provide capabilities for participation in operations. The War on Terrorism, however, has necessitated employing generating force capabilities for specific operations. Effective employment of these capabilities depends heavily on anticipation through contingency planning and crisis-action planning. Operational plans now address the specific capabilities needed from the generating force. Those plans also address the relationships between generating force organizations and the operational Army organizations employing them.

3-2. In mobilizing and employing generating force capabilities for participation in ongoing operations, leaders consider generating force capabilities under three broad categories.

- Adapting to the operational environment.
- Enabling strategic reach.
- Developing multinational partner capability and capacity.

Generating force capabilities for operational support are described more thoroughly in succeeding chapters.

ORGANIZATION OF GENERATING FORCE CAPABILITIES

3-3. As previously stated, generating force organizations normally are not configured to participate in specific operations. Instead, the generating force is organized and resourced to achieve optimum efficiency in its role of generating and sustaining the operational Army. Engineers, force managers, field maintenance and supply technicians, transportation and movement managers, and other experts of the generating force maintain their proficiency mainly through continuing experiential learning in their designated technical field.

3-4. In addition, certain generating force capabilities that might be mobilized to participate in operations do not permanently reside within the Department of the Army. For example, the War on Terrorism has led to extensive use of private contractors to provide capabilities that extend well beyond those envisioned in the logistics civil augmentation program (LOGCAP). Maintaining an equivalent, standing uniformed capability and capacity to perform limited-duration generating force operational support missions would be prohibitively expensive. It would drain resources from the operational Army.

3-5. The generating force therefore configures its capabilities for participation in operations in response to a specific operational need. This occurs either in the course of ongoing operations or as anticipated in contingency or crisis action planning. These capabilities then are dissolved and reabsorbed into the generating force with the passing of that operational need. The generating force can provide its capabilities for specific operational support much more effectively when the capabilities sought have been identified through contingency planning and then exercised and employed in accordance with established plans.

3-6. Generating force capabilities for operational support are incapable of independent operations. When deployed, generating force capabilities are incorporated into existing formations and structures to provide sustainment, communications, and, most critically, security.

SUPPORTING THE JOINT CAMPAIGN

3-7. The following paragraphs describe, in general, how the joint force employs Army generating force capabilities to support operations throughout the six phases of a joint campaign:

- Shape.
- Deter.
- Seize the initiative.
- Dominate.
- Stabilize.
- Enable civil authority.

This description is illustrative rather than exhaustive. It does not prescribe the conditions under which particular generating force capabilities are employed. In addition, generating force capabilities to support operations can be applied in any phase of a joint campaign. The following descriptions of the employment of particular capabilities are not intended to limit their use to a particular campaign phase.

SUPPORT DURING THE SHAPE PHASE

3-8. Joint forces continuously execute theater security cooperation and peacetime military engagement to establish conditions favorable to the conduct of future joint campaigns and major operations. Such operations deter or dissuade potential adversaries and assure or solidify relationships with friends and allies.

3-9. Considerations during the “shape” phase include the intelligence preparation of the battlefield (IPB), the organization and training of joint forces, and establishing and maintaining access to the area of operations. Shaping operations can include the stability operations in support of the aforementioned considerations.

3-10. Generating force support during shaping focuses on adaptation to the operational environment. Also inherent in the shape phase are measures that enable strategic reach. These include actions that facilitate the projection and employment of U.S. capabilities across strategic distances.

3-11. Headquarters (HQ), U.S. Army Intelligence and Security Command (INSCOM) facilitates access to U.S. intelligence community products to support IPB and operation plan (OPLAN) development. Elements of the generating force provide analytical products that describe the operational environment’s dynamics, especially its nonmilitary aspects (political, economic, social, informational and infrastructure). For example, the U.S. Army Training and Doctrine Command’s (TRADOC’s) Foreign Military Studies Office has the capability to provide research and assessment of a country or region and pertinent security issues. This type of background and analysis of the operational environment enables preparation of operating forces. Analysts from the U.S. Army Corps of Engineers (USACE) can assess the state of infrastructure in the operations area and its implications for full spectrum operations. They typically perform this role in conjunction with other analysts (medical, civil support, and others) to achieve an integrated assessment. (See the appendix for further discussion.) For some requirements, the generating force actually conducts the necessary analyses. In other cases, such as analysis of cultural or economic matters, it leverages its access to academic and business knowledge centers. The generating force may support a deployed joint force J-2 or ARFOR G-2 with this type of information, for example. This support supplements operating force intelligence capabilities; it does not duplicate them. (See chapter 4.) This support begins early and extends throughout all phases of the joint campaign.

3-12. Concurrently, U.S. Army Forces Command (FORSCOM) and other generating force elements organize and train operating forces to adapt to the operational environment. The generating force sometimes augments unit capabilities, providing specialized equipment and personnel. The generating force trains units and individuals under conditions that replicate the operational environment for their missions. (See paragraphs 4-57 through 4-79. See also the description of the contemporary operational environment (COE) in paragraph 4-93.)

Educating for Understanding: The University of Foreign Military and Cultural Studies

To enable force-wide red teaming capability and improve decisionmaking under conditions of uncertainty, the Army established the University of Foreign Military and Cultural Studies (UFMCS) at Fort Leavenworth in 2006. UFMCS offers the 9- or 18-week Red Team Leader Courses and the 6-week Red Team Member Course. These courses provide the Army and sister Services a rigorous curriculum that includes cultural anthropology, western and nonwestern military theory, the science of semiotics, critical analysis techniques, and other topics. Upon graduation, Army officers are assigned to red teams embedded at division headquarters and above. These graduates continue to draw upon the University's resources, including a network of subject matter experts in other government agencies, academia, and from other governments.

3-13. Generating force organizations also contribute to shaping by establishing and operating forward bases to support force projection. If new bases are required or if existing bases require improvement, USACE constructs or improves them for joint force commanders. The U.S. Army Installation Management Command (IMCOM), in conjunction with the U.S. Army Reserve Command, provides capabilities to augment or assist in operating and managing such bases. (See paragraphs 5-1 through 5-23.)

3-14. The U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) (NETCOM/9th SC(A)) conducts operations to establish connections between deployed joint forces, national authorities, and supporting commands. (See paragraphs 5-74 through 5-85.)

3-15. Generating force capabilities support stability operations within partner nations. Generating force efforts can address the reform of a partner's security forces and the development, repair and maintenance of infrastructure.

SUPPORT DURING THE DETER PHASE

3-16. The intent of the "deter" phase is to deter undesirable adversary action by demonstrating the capabilities and resolve of the joint force. Joint force commanders also continue to shape the operational environment to facilitate future operations should deterrence fail. During this phase, joint force commanders focus intelligence collection efforts on likely adversaries and the operational environment. Also, they establish military and nonmilitary flexible deterrent options.

3-17. Concurrently, the generating force continues and intensifies actions taken during the shape phase. Generating force organizations assist the joint force commander in identifying enemy centers of gravity. This allows the joint force to credibly threaten and, should deterrence fail, to strike them as part of operations to seize the initiative. The generating force also provides capabilities to enable strategic reach and to facilitate the commencement of the "seize the initiative" phase.

3-18. Organizations with analytical capability continually develop and refine products that contribute to the analysis of information and the development of intelligence. They provide support with a wide array of analysis capabilities. In particular, Army analytical organizations, coordinated by the Center for Army Analysis, can provide capabilities to war-game courses of action and model the dynamics of the operational environment. (See paragraphs 4-7 through 4-14.)

3-19. Generating force power-projection activities significantly increase during the deter phase. FORSCOM prepares selected units for deployment while the Military Surface Deployment and Distribution Command (SDDC) places ports into operation. Generating force organizations, in support of theater armies, provide base operations support and assist in preparing bases. These include cooperative security locations, forward operating sites, and intermediate staging bases. Specific operational support sometimes includes the deployment of capabilities for joint force commanders to conduct essential pre-operational training as a demonstration of resolve and capability.

3-20. NETCOM/9th SC(A) expands or establishes the information infrastructure to support reception, staging, onward movement, and integration (RSOI) of forces. It also supports mission readiness exercises of expeditionary forces. In addition, NETCOM/9th SC(A) provides increased capabilities and services to forward bases.

SUPPORT DURING THE SEIZE THE INITIATIVE PHASE

3-21. The intent of the “seize the initiative” phase is to set the terms for decisive operations. Joint force commanders seek to exploit friendly advantages to shock, demoralize, and disrupt the enemy, and to enable sustained operations. This phase commences—

- When an enemy initiates hostilities.
- When the decision is made to commence offensive operations.

3-22. Generating force organizations enable continuous and proactive adaptation to a constantly and rapidly evolving operational environment. While helping operating forces adapt to the operational environment, generating force organizations also begin to assess how well friendly and enemy forces are coping with that environment.

3-23. Once hostilities commence, the joint force assesses the actual effectiveness of friendly and enemy capabilities. Based on this assessment, generating force organizations facilitate the adaptation of operating force capabilities across the domains of doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF). This improves operational effectiveness and efficiency. Organizations within the generating force that provide capabilities to support assessment and adaptation include the following:

- Headquarters, Department of the Army (HQDA) G-3/5/7's Asymmetric Warfare Group.
- TRADOC's G-2 elements (such as the UFMCS).
- TRADOC's Center for Army Lessons Learned.
- Center for Army Analysis.
- Army Capabilities Integration Center (ARCIC).
- Other academic and analysis capabilities residing in Army schools and centers.

3-24. FORSCOM leads the Army force generation (ARFORGEN) process. ARFORGEN activities incorporate specific adaptations to prepare Army forces for the operational environment in which they will fight. Such adaptations include, but are not limited to, changes in—

- Unit organization.
- Tactics, techniques, and procedures.
- Equipment.

Adaptations also include preparation for the social and cultural aspects of the operational environment.

3-25. Generating force organizations enable strategic reach by helping to project Army capabilities. They also provide sustainment capabilities that enable the conduct of protracted operations. Army installations, operating under IMCOM, prepare Army forces for deployment and move those forces from installations to their ports of embarkation. The SDDC manages those ports of debarkation. It opens and operates ports of debarkation to support the continuous, large-scale surface deployment of U.S. forces.

3-26. The U.S. Army Materiel Command's (USAMC's) Army Sustainment Command coordinates national sustainment base support to deployed and deploying Army forces and to joint, interagency and multinational forces as directed. USAMC also assesses the capabilities stationed forward in theater, such as forward repair activities (see paragraphs 5-36 to 5-38), and those provided through reach. Capabilities provided through reach include the retrograde of major materiel components, such as engines (see paragraph 5-39), required to support operations.

3-27. NETCOM/9th SC(A) manages, controls, and defends the network. This facilitates collaboration between expeditionary forces and generating force information applications, networks, and systems.

3-28. Finally, generating force organizations provide support to joint force efforts to develop multinational partner capability and capacity. The generating force provides capabilities for emergency infrastructure development and restoration of essential services. In addition, it brings indigenous officials into the planning process for developing post-conflict security forces.

3-29. Generating force organizations support the joint force commander's plans for the development of host-nation security forces in support of stabilization. The HQDA G-3/5/7 has the lead for coordinating generating force activity in support of security force assistance. Depending on the maturity of preconflict plans, generating force organizations play major roles in—

- Finalizing strategic plans for host-nation force development and force integration.
- Developing organizational templates for force structure.
- Developing and translating appropriate doctrine into host-nation languages.
- Organizing, training, and equipping U.S. Army capabilities for assisting host-nation forces with training and other aspects of training and force readiness.

To the maximum extent possible, such efforts incorporate input from the current and prospective host-nation officials and other U.S. government agencies and multinational partners. As much as possible, these efforts should be compatible with the host nation's culture.

3-30. Concurrently, USACE commands provide emergency support in the joint operations area, while preparing to support the reconstruction or development of host-nation infrastructure for stabilization. USACE integrates its planning with that of other U.S. government agencies, multinational partners, international organizations, nongovernmental organizations, and other entities that share the goal of the host nation's long term development and stabilization.

SUPPORT DURING THE DOMINATE PHASE

3-31. The “dominate” phase focuses on breaking the enemy's will for organized resistance, or, in noncombat situations, establishing control of the operational environment. Joint forces concentrate on direct and indirect attacks on enemy centers of gravity until an adversary's will and/or capability to resist is destroyed.

3-32. Just as in the seize the initiative phase, the Army's generating force supports the joint force with the full range of its capabilities. Emphasis in this phase shifts to—

- Enabling the joint force to conduct sustained operations through the attainment of U.S. strategic objectives.
- Preparing capabilities to enable the joint force commander to initiate and conduct a successful stabilize phase.

3-33. The range of capabilities provided by the generating force includes the Asymmetric Warfare Group, the Rapid Equipping Force, TRADOC's Center for Army Lessons Learned (CALL), and elements of TRADOC's G-2. These organizations provide support through forward deployed teams and reachback. They draw on the capabilities of other generating force organizations such as USAMC's Research, Development, and Engineering Command (RDECOM) (see paragraph A-23), and Army Capabilities Integration Center (ARCIC) (see paragraph A-9). These capabilities enable deployed operating forces to adapt to their operational environment.

3-34. More important, FORSCOM has the responsibility to provide a steady flow of Army forces optimized for the operational environment through ARFORGEN. (See paragraphs 4-78 through 4-102.)

3-35. SDDC postures its ports of debarkation for sustained operations. In this way, the generating force augments and substitutes for scarce operational Army port units with generating force port management capabilities.

3-36. As previously stated, USACE builds and repairs bases to support the joint force commander's concepts of operations. When requested, IMCOM provides capabilities to operate and manage these bases for the joint force commander. Security, however, remains the responsibility of deployed operating forces.

3-37. During the dominate phase, redeployment of select units may become a complex and important element of sustained operations, as individual operational Army organizations are relieved by other operational units and sent back to their home bases for reset. USAMC plays an important role in managing unit equipment, only some of which typically redeploys with the unit. USAMC either facilitates the transfer of the theater-provided equipment to replacement forces or retrogrades select items of equipment directly to depots for repair and overhaul. USAMC may expand its in-theater presence, deploying forward repair activities and other call-forward capabilities required to sustain protracted operations.

3-38. NETCOM/9th SC(A) supports force projection information services and capabilities for port operations and the establishment of additional bases. NETCOM/9th SC(A) continues to provide enterprise services through networks that enable collaboration, information sharing, and battle command capabilities. In addition, NETCOM/9th SC(A) begins to assess opportunities to transition some functions to commercial networks to reduce the burden on tactical communications systems.

The Development of the Free French Army in World War II

Beginning with the liberation of French North Africa in 1943, the Allies were faced with the opportunity to organize and equip Free French formations and integrate Free French capabilities into operations. By late 1943, several French divisions had been formed, a process that was to continue throughout the remainder of the war. With U.S. logistic support, French forces acquitted themselves well in Italy and played a major role in Operation Dragoon, the invasion of southern France. During the breakout from Normandy and the subsequent pursuit of German forces across France, French forces were the lead elements in liberating Paris. Just five years after their crushing defeat at Germany's hands, a revived French Army constituted an important element of post-war occupying forces.

3-39. Generating force organizations also contribute to post-conflict stabilization by assisting in the development of host-nation security forces. The generating force assists with initial efforts toward the development of host-nation operating forces. These efforts include the demobilizing, screening, and reintegration of host-nation forces; the promulgation of revised doctrine; the establishment of individual and collective training programs; leadership and education; new equipment training; and other efforts. The organization, training, and deployment of U.S. advisory teams for integration into host-nation forces constitute an important element of such efforts.

3-40. USACE engineer commands continue to lead efforts to conduct restoration of essential services and allow the flow of humanitarian aid. In coordination with other multinational agencies, international organizations, nongovernmental organizations (NGOs), and other entities, USACE commands initiate additional efforts contributing to the stabilization of the host nation.

SUPPORT DURING THE STABILIZE PHASE

3-41. Joint campaigns require a "stabilize" phase when a legitimate civil government is limited or not functioning, following the successful conclusion of the dominate phase. In such cases, the conduct of the stabilize phase may well determine the outcome of the campaign. Key considerations for the joint force commander during this phase include the Army's five stability tasks:

- Civil security.
- Civil control.
- Restore essential services.
- Support governance.
- Support economic and infrastructure development.

3-42. In this phase, the generating force emphasizes its capabilities to develop the host nation's capability and capacity to secure itself, and to repair or develop, manage, and maintain infrastructure. Generating

force organizations continue to provide support with the full range of capabilities in preceding phases, but at a reduced scale commensurate with diminished intensity of operations.

3-43. HQDA G-3/5/7, supported by TRADOC, USAMC and other generating force organizations, provides capabilities to conduct large-scale force development and force integration activities. These activities include organizing, training, equipping, rebuilding, and advising partner security forces. Such activities continue and extend the steps taken in previous phases, but emphasis shifts from the development of immediate host-nation operating force capabilities to the balanced development of security forces and supporting institutions. This development reflects a thorough assessment of host-nation security needs and capability to field and sustain the required security forces. Input from host-nation officials will increasingly govern ongoing organizational design, force structure, doctrine, and equipment for host-nation forces as the host-nation government matures. (See paragraphs 6-4 through 6-31.)

3-44. Concurrently, USACE provides capabilities to joint force commanders and other U.S. government agencies for the infrastructure development necessary for a self-sustaining host-nation society and economy. During this phase, NETCOM/9th SC(A) coordinates and synchronizes efforts to provide operating forces with access to commercial communications and computer network capabilities.

SUPPORT DURING THE ENABLE CIVIL AUTHORITIES PHASE

3-45. During this phase, the joint force's goal is to enable the viability of host-nation civil authority and its provision of essential services to the largest number of people in the region. This can be accompanied by a decrease in U.S. force presence (through redeployments) as the host nation assumes a greater role in security, governance, and the provision of public services.

3-46. The generating force supports the joint force's conduct of the "enable civil authorities" phase by continuing its support for developing multinational partner capability and capacity initiated during the dominate phase. Generating force organizations also enable the large-scale redeployment of U.S. forces and facilitate the placement and conduct of support to residual U.S. forces remaining in theater on a routine, cost-efficient basis.

PLANNING SUPPORT FOR OPERATIONS

3-47. Accessing generating force capabilities for supporting ongoing operations begins with planning. Initial planning consists of contingency planning and crisis action planning. Plans are informed by and incorporate the generating force's operational capabilities.

3-48. Army Service component commands (ASCCs) are the nexus where generating force capabilities are incorporated into operational planning. This is where generating force organizations are included in the planning effort as appropriate. HQDA G-3/5/7 and FORSCOM facilitate collaboration between ASCCs and generating force organizations. Where possible, plans—

- Identify generating force capabilities needed to support the combatant commander's theater operational concept throughout the phases of the campaign or major operation.
- List generating force organizations that will provide in-theater required capabilities.
- State priorities of support.
- Specify the command relationships between the supported combatant commander or designated joint force commander, the ASCC, and the supporting generating force organization.

3-49. As the Army's representative to the Global Force Management Board, FORSCOM plays a crucial role in integrating generating force operational support. HQDA G-3/5/7 retains oversight of generating force capabilities. FORSCOM ensures that the Global Force Management Board is aware of these capabilities and recommends their employment to meet specific capabilities requirements.

3-50. As part of its review of contingency and crisis action plans, the HQDA G-3/5/7 verifies that plans incorporate appropriate generating force capabilities. HQDA ensures that generating force organizations make adequate preparations to support those plans.

3-51. When ongoing operations require generating force capabilities, the ASCC notifies FORSCOM, other relevant generating force organizations, and HQDA. The organizations affected then develop recommendations for providing the capability required. Such recommendations—

- Specify the mix of uniformed, Army civilian, and contractor personnel providing the requisite capabilities through reachback and deployed teams.
- Identify the command, control and support requirements needed to provide the required capability, subject to HQDA approval.
- Specify when and for how long the capability will be required.

3-52. In the course of security cooperation planning, the Army Security Cooperation Implementation Plan prescribes Army support, including generating force support, to geographic combatant commander security cooperation activities.

3-53. Planning for the employment of generating force capabilities is not restricted to the operational level of war. Clearly, some capabilities, such as security force assistance, are almost exclusively operational in nature. Others, such as the adaptation of operating forces, can be applied at any level.

PROVIDING CAPABILITIES

3-54. Army commands and direct reporting units provide generating force capabilities to meet operational requirements as directed. HQDA G-3/5/7 is responsible for identifying generating force capabilities that can meet operational requirements, and for coordinating the provision of those capabilities by Army commands and direct reporting units. Usually, HQDA G-3/5/7 coordinates such support for operations with generating force organization directorates of operations.

3-55. Upon receipt of an execution order, generating force organizations ready the required capabilities for employment. Employing generating force capabilities does not necessarily require deployment of all or even part of an organization. The generating force can provide a significant degree of support through reachback.

3-56. Potential measures include, but are not limited to—

- Organizing capabilities for employment.
- Reassigning personnel within the organization as necessary.
- Establishing 24-hour operations centers.
- Establishing secure communications links with the supported operating force organizations to enable support through reachback.
- Conducting Soldier readiness processing for deploying generating force elements.
- Mobilizing additional capacity to avoid prolonged degradation of the organization's capability and capacity to execute its primary mission, the generation and sustainment of operational Army capability and capacity.

3-57. Generating force organizations do not simply respond to requests for support. They anticipate the support operating forces will require. Given the comparatively long lead time required to mobilize capabilities to support operations, providing capabilities when and where needed requires considerable foresight.

3-58. While generating forces ready their capabilities, operating forces make the necessary arrangements to enable generating force organizations to support them. Operating forces coordinate the necessary transportation, sustainment, communications facilities, and security for deploying generating force elements. Most importantly, operating forces provide supporting generating force organizations with access to their common operational picture. This enables the supporting organizations to anticipate requirements and provide support when and where it is needed.

ACCESSING CAPABILITIES

3-59. Operational forces request generating force capabilities for operational support. They do not request particular units. This same principle applies to accessing all joint force capabilities.

3-60. The HQDA G-3/5/7 plays the central role in enabling operating forces to access generating force capabilities by—

- Facilitating coordination between ASCC planners and generating force organizations.
- Identifying operating force requirements for landpower capabilities that can be met by the generating force.
- Advocating the use of generating force capabilities in the global force management process.
- Directing generating force organizations to develop and commit their capabilities to support operations.

3-61. Operating forces access generating force capabilities in the same manner they access other supporting capabilities. Commanders identify the need for a particular kind of support and request it through operations (S-3/G-3/J-3) channels. If the requested capabilities are already available at the next echelon, higher commanders allocate them and assign priorities in the same manner they use to allocate operating force capabilities. If the requested capability is not available, commanders forward the request to the next higher echelon. The S-3, G-3, or J-3 normally manages this process on behalf of the commander.

3-62. Requests for specific generating force support include a concise and accurate description of the capability required (but not a predetermination of the source of that capability). As with any request for support, the process begins with the recognition that the requesting unit lacks the organic capability to perform a given task. The requesting unit therefore describes the—

- Task to be performed.
- Conditions under which it is to be performed.
- Capability required.
- Duration of the task.
- Time frame in which the capability is required.

3-63. Given the specialized nature of generating force capabilities and the generating force's relatively limited capacity to participate in ongoing operations, it is probable that generating force capabilities will not be available within the geographic combatant commander's area of responsibility. In this case, a request for capability is forwarded through the force management division of an ASCC's movement and maneuver directorate. This directorate forwards the request as a separate request for forces/request for capability. See enclosure R to CJCSM 3122.01A.

3-64. When direct liaison is authorized, ASCC planners begin informal coordination and collaboration with FORSCOM, HQDA G-3/5/7, and appropriate Army commands and direct reporting units. They do this as soon as they begin development of a formal request for capabilities that may require the employment of generating force support. The purpose of such coordination is to refine the description of the capability to be provided and assess the Army's ability to provide it in the required time frame. The end result of this process is a formal request for capabilities.

3-65. Once the request for capability is approved by the Global Force Management Board, FORSCOM then nominates a specific generating force capability as a sourcing solution. Upon receipt of an execution or deployment order, the Secretary of the Army then formally directs specific generating force organizations to provide the required capability.

3-66. The participating generating force organizations establish direct coordination with supported operating forces at the earliest possible opportunity. This ensures that the capabilities being developed meet the operational requirement.

Forming a Local Self-Defense Force

A division commander conducting stability operations identifies the need to develop a local self-defense force, responsive to local government officials, to help provide security for the population in the area of operations. The commander assesses that the forces lack the organic force management capability to design, organize, equip and sustain such a force. However, subordinate brigades can implement individual and collective training programs. The division commander therefore requests assistance with the mission from the theater army, acting as the multinational force land component command.

Determining that organizations assigned to theater also lack the required capability, the ASCC force management division initiates development of a request for capability (RFC). The force management division initiates informal coordination with FORSCOM, HQDA G-3/5/7, and TRADOC to determine whether the Army can provide the required capability by the time it is needed, and to refine the RFC. The ASCC's combatant command then forwards the refined RFC to U.S. Joint Forces Command for sourcing through the global force management process.

Concurrently, HQDA G-3/5/7 tasks its directorate of force management (G-37 [Force Management]) to lead an integrated product team in developing a sourcing solution to meet the RFC. This team, which includes TRADOC and USAMC's U.S. Army Security Assistance Command (USASAC), as well as other elements of HQDA, recommends that the Army provide force development capabilities (see paragraphs 6-19 to 6-26) through reachback, and initial force integration capabilities (see paragraphs 6-27 to 6-28), to include leader training and new equipment training by deploying mobile training teams. HQDA G-37 will augment the division's staff with a force management liaison team to coordinate the application of these capabilities and to integrate local officials into the force management process.

Once the Global Force Management Board recommends approval of a refined RFC and the Army's proposed sourcing solution, the Secretary of Defense directs its employment in a deployment order. This leads to the conversion of the integrated product team into a task force composed of a force management liaison team to be deployed to theater; elements of HQDA, TRADOC, and USAMC for force development and force integration planning through reachback; and mobile training teams to conduct force integration. After predeployment training, the force management team deploys to theater, while HQDA G-37 [Force Management] leads an accelerated force development process that results in doctrine, organizational designs, a rudimentary force structure, and an equipping strategy that standardizes locally available weapons and provides communications equipment. The integrated product team also develops individual and collective training and certification programs. The deployed force management liaison team coordinates all plans with the local officials and integrates their input.

Mobile training teams then deploy to theater to assist with the formation of the self-defense force, leveraging the training capability of the supported division's brigades. Upon completion of the mission, the task force disbands and its forward elements redeploy.

3-67. Army field support brigades and contracting support brigades provide operational commanders a single point of contact for accessing much of the generating force's acquisition, logistic, technology, and contingency contracting capabilities. Army field support brigade and contracting support brigade elements reach into each division, brigade combat team, and aviation brigade. While these brigades are operational Army units, they provide a conduit through which operating forces can access generating force capabilities for acquisition, logistic, technology, and contingency contracting.

3-68. Generating force capacity for participating in specific operations is relatively limited. Therefore, commanders prioritize and allocate generating force operational support carefully. This support is used when the generating force possesses a clear advantage in effectiveness and efficiency over operating forces.

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Chapter 4

Adapting to the Operational Environment

The generating force enables operating forces to understand and adapt to a volatile and complex operational environment. Generating force intellectual capital and analytical capabilities facilitate understanding of the operational environment. Other generating force capabilities allow operating forces to exploit that understanding and adapt. Generating force capabilities help operating forces respond to the general operational environment and to the specific operational needs of a given campaign or major operation. The generating force sustains those capabilities as long as required, under conditions of protracted conflict.

UNDERSTANDING THE OPERATIONAL ENVIRONMENT

4-1. To prevail in operations, U.S. and partner forces seek to understand the operational environment more rapidly and effectively than enemies and adversaries. U.S. and partner forces must win the battle to learn and adapt. The operational environment is dynamic, and operating forces must understand the likely implications of interactions among every component. This includes the political, military, economic, social, information, and infrastructure variables, as well as the physical environment and time. Also, it includes interactions of engagements, battles, campaigns, and tasks.

4-2. The ability to understand and even to model these interactions is based on operations research and systems analysis (ORSA). In addition, the importance of the legal dimension of the operational environment has increased, and the generating force provides support for understanding and mastering this factor.

4-3. Traditionally, to understand the operational environment, the Army used general templates based on an analysis of adversaries as systems of systems. Operating forces could apply the templates in a specific operational environment. Today, Army forces are faced with adaptive, asymmetric opponents and multiple, rapidly evolving elements of the operational environment. Now, the generating force collaborates directly with operating forces to understand a specific environment.

4-4. The generating force provides capabilities to operating forces for identifying opportunities to adapt, for developing and implementing solutions, and for assessing the results. The generating force then transitions those adaptations, as appropriate, to other elements of the operational Army. Generating force organizations use their analysis of the operational environment and its implications to provide tailored landpower capabilities. Project Foundry is an example of this.

Project Foundry

Headquarters (HQ), Intelligence and Security Command (INSCOM) supports tailored immersion training through Project Foundry. Project Foundry is an operational readiness and training program to enhance tactical intelligence capabilities and provide regional expertise and technical training to the tactical military intelligence force. Project Foundry assists commanders in attaining intelligence certification and ensuring that military intelligence teams at the tactical level are prepared for tactical employment. Foundry provides Soldiers the opportunity to conduct real world intelligence operations to enhance their intelligence warfighting skills when not deployed in a tactical environment.

4-5. Because of the increasing importance of understanding operational variables, the importance of generating force knowledge and analytical centers not traditionally associated with the intelligence community has also increased. Operating forces now draw on all generating force sources of analysis and information to understand specific operational environments.

4-6. Generating force organizations provide operating forces with these analytical capabilities through intelligence reach. While operating force intelligence officers (J-2/G-2/S-2) are the primary integrators of all intelligence products, Soldiers and organizations responsible for understanding the operational environment integrate intelligence support with operations research and systems analysis to the maximum extent possible, at every level.

KEY ORGANIZATIONS PROVIDING ANALYTICAL SUPPORT

4-7. HQ, INSCOM facilitates analytical support to deployed S-2s and G-2s by assisting in linking them with the U.S. intelligence community. (See paragraphs 4-15 to 4-16.) HQ, INSCOM facilitates the provision of tailored immersion training to deploying military intelligence personnel, providing computer forensic capabilities, and supporting computer network operations. (For more about INSCOM, see paragraphs A-35 to A-36.)

4-8. Headquarters, Department of the Army (HQDA) G-3/5/7's Peacekeeping and Stability Operations Institute (PKSOI) provides research and analytical support of the political, economic, social, informational, and infrastructure aspects of a campaign. PKSOI can mobilize additional analytical capability and capacity from other generating force educational institutions, other U.S. government agencies, private industry, and academia.

4-9. U.S. Army Training and Doctrine Command (TRADOC) G-2 provides a substantial capability to analyze the operational environment. It provides handbooks and operational environment assessments that capture enemy tactics, techniques, and procedures and relationships among the variables of the operational environment. TRADOC G-2 also maintains a current assessment of the state of the operational environment as a tool to guide and assess the development of needed doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) capabilities and likely enemy reactions or adaptations. Finally, they provide significant analytical and research capabilities through the University of Foreign Military and Cultural Studies and the Foreign Military Studies Office in support of operating forces.

4-10. The Center for Army Analysis, a field operating agency of the Deputy Chief of Staff, G-8, coordinates support from the generating force's ORSA community to deployed operating forces. In particular, the Center for Army Analysis provides campaign plan modeling and analysis, using a combination of reachback and deployed analysts.

4-11. The TRADOC Analysis Center, a special activity reporting to the TRADOC Commander, serves as TRADOC's principal analytical organization. Staffed by military and civilian operations research analysts, it provides diverse research and analysis at the tactical and operational levels across TRADOC. It supports deployed operating forces and those preparing to deploy through a combination of deployed analysts and reachback.

4-12. The U.S. Army Corps of Engineers (USACE), a direct reporting unit of HQDA, supports the operational Army and other members of the generating force with technical engineering expertise to conduct geospatial and terrain analysis, base camp and infrastructure master planning, and hydrologic analysis. Forward engineering support teams and reachback provide the operational Army with the capability to quickly analyze bridges, airfields, utilities, and other structures to determine suitability to support and sustain operational requirements. The USACE Engineering Research and Development Center (and other centers of excellence) provide analytic support for military construction and antiterrorism and force protection design and planning. They also provide environmental compliance and conservation, flood control, chemical demilitarization, and the Theater Construction Management System. (For more about USACE, see paragraph A-30.)

4-13. The U.S. Army Medical Command's Center for Health Promotion and Preventive Medicine, located at Aberdeen Proving Grounds, maintains the Global Threat Assessment Program that supports the

identification and assessment of environmental threats and hazards in deployed settings. The center can deploy elements to sample the environment and quantitatively judge the operational and environmental risks posed by these threats and hazards.

4-14. The U.S. Army Judge Advocate General Legal Center and School's Center for Law and Military Operations is a joint and multinational organization. Its mission has three main parts. It collects and synthesizes data relating to legal issues arising in military operations. It manages a central repository of information relating to these legal issues. Finally, it disseminates resources about these issues to facilitate the development of DOTMLPF solutions as these areas affect the military legal community. Additionally, the center provides assistance to legal teams, preparing to deploy or deployed, on exercises and operations. Also, it coordinates with the Judge Advocates and paralegal observer-controllers at the combat training centers to identify current legal issues and trends rotational units confront.

INTELLIGENCE SUPPORT TO OPERATIONS

4-15. Generating force intelligence capabilities draw on the resources of the many intelligence organizations within and outside the Department of Defense (DOD) to understand the operational environment. These organizations are known collectively as the intelligence community. The intelligence community consists of DOD and Department of State intelligence organizations, the Central Intelligence Agency, the Federal Bureau of Investigation, and the intelligence directorates of other agencies and departments. Title 50, U.S. Code, tasks the Army with supporting the larger intelligence community. HQ, INSCOM leverages its Title 50 responsibilities to support operating forces with national-level intelligence.

4-16. HQ, INSCOM provides intelligence support to operations via nonsecure internet protocol router network, secret internet protocol router network (SIPRNET), the Joint Worldwide Intelligence Communications System (JWICS), and multinational systems. INSCOM continually maps and mines data from these various systems, allowing it to provide a single point of contact for existing intelligence information. HQ, INSCOM pushes data from these several networks to intelligence consumers, using the consumers' networks. For example, collateral information from JWICS is sanitized and communicated via SIPRNET, while unclassified, confidential, and secret information are pulled up to networks that operate at a higher level of classification. HQ, INSCOM also manages an All-Source Intelligence Tear Line Reports Database that provides operating forces access to daily sanitized intelligence messages that would otherwise only be available via JWICS.

4-17. Moreover, the generating force possesses significant capabilities, developed over time, to analyze and understand the enemy as a system of systems. The generating force integrates the collection of enemy doctrinal thought at the strategic, operational, and tactical levels with emerging technological trends and lessons learned. The lessons learned collection effort extends to conflicts in which the United States is not involved. Nowadays, the constant evolution of U.S. enemies and adversaries requires the generating force to develop threat templates for specific operational environments. The generating force updates the templates frequently in response to rapidly adapting, agile adversaries.

4-18. Stability operations, in particular, require a heightened understanding of operational variables. The outcome of a campaign or major operation may well depend more on how it affects popular will and perceptions than it does on the relative combat power of the belligerents at its close. The analysis of operational variables is complicated by issues of language, culture, and economics. Generating force knowledge centers provide additional capacity in support of deployed and deploying operating forces, concentrating intellectual resources on these issues.

Support to Force Generation

4-19. Intelligence support to force generation refers to generating knowledge about an area of interest, facilitating future intelligence operations, and force tailoring. It includes establishing intelligence communications architecture and knowledge management to enable intelligence reach, collaborative analysis, data storage, processing, analysis, and intelligence production between the strategic and operational parts of the intelligence community. This generating force function supports operational intelligence through the development of tactical intelligence. Additionally, force generation intelligence

supports staff planning and preparation by defining threats, forecasting future threats, and providing forewarning of enemy actions and intentions.

4-20. The generating force is responsible for conducting area studies of foreign countries and operational environment assessments to assist in understanding operational variables as they affect multinational, host-nation, and indigenous forces. All of these capabilities form a foundation for generating force intelligence support to operations.

4-21. Based on the requirements of operating forces, the TRADOC Intelligence Support Activity generates operational environment assessments that provide a holistic look at a specific operational environment for use in individual and collective training. The assessments and related products provide significant insights to deployed elements that help them in understanding these operational environments.

4-22. Generating force organizations, particularly the U.S. Army Chemical Materials Agency, support sensitive site exploitation. Sensitive site exploitation consists of a related series of activities inside a sensitive site captured from an adversary. A sensitive site is a designated, geographically limited area with special military, diplomatic, economic, or information sensitivity for the United States. Examples of sensitive sites are—

- Factories with technical data on enemy weapons systems.
- War crimes sites.
- Weapons of mass destruction sites.
- Critical hostile government facilities.
- Areas suspected of containing persons of high rank in a hostile government or organization.
- Terrorist money laundering locations.
- Document storage areas for secret police forces.

4-23. These activities exploit personnel, documents, electronic data, and materiel captured at the site, while neutralizing any threat posed by the site or its contents. While the physical process of exploiting a sensitive site begins at the site itself, full exploitation may involve teams of experts located around the world. The generating force provides teams, either through the deployment of capabilities or through reachback.

Support to Situational Understanding

4-24. Support to situational understanding is providing information and intelligence to the commander to facilitate a clear understanding of the force's current state in relation to the enemy and the environment. This contributes to the commander's ability to make sound decisions. The J2/G2/S2 are primarily responsible for synthesizing and integrating information and intelligence; generating force organizations support operating force intelligence organizations with analysis and analytical products.

4-25. Intelligence preparation of the battlefield (IPB) is a systematic approach used by intelligence personnel to analyze information about the operational environment. The IPB process is used to—

- Define the operational environment.
- Describe the effects of the operational environment on enemy, adversary, and friendly courses of action.
- Evaluate the capabilities of enemy and adversary forces operating in the operational environment.
- Determine and describe enemy and adversary courses of action (COA).

4-26. The generating force provides analytical products to support deployed J-2/G-2/S-2 officers in IPB. These products are discussed in the following paragraphs.

4-27. The generating force analyzes characteristics of the joint operations area, including aspects of the information environment that affect friendly, adversary, and enemy operations. USACE provides topographic and broader geospatial analysis, including analysis of complex and evolving urban terrain, hydrology considerations, climactic ramifications, and other aspects of the physical environment. TRADOC G-2 produces operational environment assessments and other handbooks that facilitate a comprehensive understanding of the operational environment during the IPB process.

4-28. The generating force identifies gaps in current intelligence holdings. The PKSOI surveys what is known and unknown, especially with regard to political, economic, social, information, and infrastructure aspects of the joint operations area, in conjunction with the USACE.

4-29. The generating force provides identification and assessment of multiple enemy courses of action by employing predictive analysis techniques to anticipate future enemy actions, capabilities, or situations. The Center for Army Analysis, the TRADOC Analysis Center, and other organizations within the Army analytical community contribute to these assessments.

4-30. The generating force establishes and maintains databases that encompass all relevant data sets pertinent to the operational environment.

4-31. The generating force provides its determination of the enemy order of battle; capabilities; doctrine; equipment; and tactics, techniques, and procedures. For example, Army operations research, acquisition, and science and technology organizations such as the U.S. Army Materiel Command's (USAMC's) Research, Development, and Engineering Command (RDECOM) and the Army Test and Evaluation Command provide information about the technical capabilities of enemy weapons systems.

4-32. The generating force identifies environmental hazards such as chemical, biological, and radiological materials; health threats; and toxic industrial material. The U.S. Army Medical Command's Center for Health Promotion and Preventive Medicine supports this capability, primarily through its Global Threat Assessment Program.

4-33. The generating force identifies threat high-value targets and develops threat models. Again, PKSOI can identify key leaders in adversary governments and in the civilian population. The generating force identifies key personnel among civilian populations and assesses the nature and extent of their importance.

4-34. Generating force organizations assist deployed intelligence organizations with situation development. Situation development is a process for analyzing information and producing current intelligence about the enemy and environment during operations. This process helps identify and interpret indicators of enemy intentions, objectives, combat effectiveness, and possible enemy courses of action. Especially with the analysis of complex stability operations, generating force organizations can describe how enemy actions fit into an integrated diplomatic, informational, military, and economic strategy. They can help predict the next steps. They can also assess the likely results of enemy actions and current and planned friendly activities on the civilian population.

Support to Intelligence, Surveillance, and Reconnaissance

4-35. Intelligence, surveillance, and reconnaissance (ISR) is an integrated intelligence and operations function. ISR encompasses continuous planning, tasking, and employing of collection assets and forces to collect, process, and disseminate timely and accurate combat information and intelligence. The purpose is to satisfy the commander's critical information requirements and other intelligence requirements. ISR primarily answers the commander's priority intelligence requirements. As necessary, ISR assets collect on friendly force information requirements, especially those involving personnel recovery.

4-36. The conduct of ISR is primarily the responsibility of operating forces. Nonetheless, generating force organizations help develop indicators and specific information requirements that provide intelligence support for full spectrum operations.

Forensic Analysis Support

4-37. Forensic analysis is the use of science and technology to establish facts or evidence, usually in support of legal proceedings. Forensics provides information that helps identify and locate insurgents and terrorists. Forensics also provides information about adversary capabilities against all types of challenge.

4-38. The generating force has significant scientific and technical capability for analyzing physical evidence and captured enemy materiel. This capability provides combat information and intelligence that support critical information requirements such as the identification and capabilities of insurgents and terrorists.

4-39. Forensic technologies include some biometrics, such as the use of fingerprinting and DNA. Biometrics is using measurable physical or behavioral traits to identify or verify the claimed identity of an individual. The Secretary of the Army is the executive agent for biometrics for the DOD. The Army's biometrics task force operates and maintains the DOD's repository for biometric data. Deployed units submit collected biometric data to the biometrics task force for matching and addition to the database. Currently, match results are processed and sent to the National Ground Intelligence Center and the submitting unit for further analysis and determination whether to detain, hold, or release suspected individuals.

4-40. U.S. Army Medical Command's Center for Health Promotion and Preventive Medicine, located at Aberdeen Proving Grounds, can also deploy elements to sample the environment (air, water, soil) for a variety of chemical compounds. This supports larger investigations and forensic studies.

4-41. The RDECOM Forensic Cell plays a critical role in ensuring sharing of information throughout the DOD and other federal agencies supporting the development of new systems that detect and defeat radio-controlled improvised explosive devices. RDECOM conducts jammer development and modification and develops surrogate improvised explosive devices for countermeasure system testing, training, and demonstrations. RDECOM has science advisors at all major command headquarters.

Support to Targeting and Information Operations

4-42. The generating force provides intelligence support to targeting and information operations. This support provides the commander information and intelligence for targeting through lethal and nonlethal actions. It includes intelligence support to the planning, execution, and assessment of indirect fires; command and control engagement; and information engagement.

4-43. The targeting process has four phases: decide, detect, deliver, and assess. The process covers the employment of lethal and nonlethal capabilities. Generating force organizations principally support the "decide" and "assess" phases through target development and the assessment of effects.

4-44. Generating force organizations support target development by performing systematic analyses of selected systems and capabilities in the operational environment. The purpose is to determine high-value targets and the best method of engagement. High-value targets are not limited to enemy systems. They could include a segment of an indigenous population whose support is necessary to the attainment of U.S. and multinational objectives.

4-45. Generating force organizations also contribute to combat assessment, especially with regard to the impact of military operations on populations and infrastructure. Combat assessment evaluates the overall effectiveness of force employment during military operations. In particular, the generating force assists with target system assessment, an estimate of the overall impact of force employment against a given target system. Quantifying inputs to the system, such as munitions expended against a given enemy force or stories broadcast to a targeted population, is relatively straightforward. On the other hand, assessment of the immediate effects, such as the destruction of an enemy weapons system, is somewhat more difficult but conceptually straightforward. Assessing the effects of a given action on an enemy's net operational capability, however, is considerably more difficult. Assessment is primarily an intelligence responsibility. However, it requires input from other staff elements and organizations such as ORSA capabilities.

OPERATIONS RESEARCH AND SYSTEMS ANALYSIS SUPPORT

4-46. Operations analysis applies logical reasoning and sound processes to solve highly complex problems at the operational and strategic level when no readily apparent solutions exist. Operations analysis employs methods to perform tradeoff analysis, compare courses of action, determine the allocation of critical resources, and perform assessment of operational effectiveness. These methods are an integral part of the Army and joint leaderships' decisionmaking processes to organize, man, train, equip, sustain, and resource the current and future force. Operations analysis supports commanders' decisionmaking through sound reasoning and well constructed analytical models.

4-47. The benefits of operations analysis extend further than the decisionmaking of the commander during operations. Operations analysis yields insight into how best to coordinate and integrate the activities of staff elements to achieve maximum efficiency and effectiveness within an organization. Operations analysis provides valuable insight into the most efficient way to sustain the force in areas such as resource analysis and the acquisition and sustainment of materiel to support adaptation.

4-48. Generating force analytical organizations provide capabilities through an integrated combination of embedded analysts assigned or attached to Army or joint and multinational headquarters, or through reachback. Embedded analysts conduct analysis within their own capabilities. They reach back to generating force organizations when the complexity of a given problem exceeds their capability.

4-49. Generating force operations research and systems analysis provides support to operations in several ways. One example is assessment of campaign plans, including the development of appropriate metrics. Another example is assessment of the effectiveness of operating force capabilities across the DOTMLPF, especially tactics, techniques, and procedures. Additionally, analysis of casualties includes the efficacy of personal equipment and implications for operating force tactics, techniques, and procedures.

4-50. Generating force analytical support to the current fight includes campaign modeling and analysis, stability operations analysis, force-on-force analysis, and weapon systems analysis. ORSA topics span DOTMLPF. Examples of generating force support through operations analysis include but are not limited to the five examples discussed in the following paragraphs.

4-51. Theater campaign modeling and analysis focuses on the joint and multinational operational and strategic environment. These models incorporate weapon effectiveness data, unit formations, current war plans, and other factors in support of campaign analysis. Additionally, air and missile defense along with chemical, biological, radiological, and nuclear operations (weapons of mass destruction elimination, active defense, passive defense, and consequence management) are analyzed at the tactical, operational, and strategic level.

4-52. Generating force ORSA organizations provide force-on-force modeling and simulation. They develop scenarios, models, and simulations. They conduct research, analyses, and experiments to examine current and future operations across all echelons. These efforts range from analysis of individual entities and objects (such as Soldiers, weapons, and terrain features) to analyses of theater-level campaigns. These analyses are often supported by models that aggregate objects (battalions) at corps level. The Army Materiel Systems Analysis Activity leads Army efforts to model individual systems and subsystems and analyze their performance. The TRADOC Analysis Center leads Army efforts to model and analyze force performance and effectiveness at system level, tactical-unit and operational formation level, and up to corps level. The Center for Army Analysis models and analyzes the theater-level campaign.

4-53. These organizations contribute to stability operations with a variety of analytic products. Some examples include the development of campaign plan assessment methods, convoy protection analysis, sensor placement recommendations, basing analysis, medical asset allocation recommendations, new materiel fielding, and utilization analysis. Other examples are IPB assistance, attack pattern analysis, economic forecasting, and force structure and size recommendations. Such ORSA capabilities assist in promoting a secure environment. This aids diplomatic and economic programs designed to eliminate root causes of instability. These efforts complement and reinforce overall stability operations.

4-54. The generating force provides data collection and equipment analysis. The Research, Development, and Engineering Command's Army Materiel System Analysis Activity leads Army efforts in modeling platform performance parameters and in data collection for Army systems. This agency rapidly provides the data and analysis from individual platforms and weapons to the life-cycle management commands so equipment can be improved as rapidly as possible. This information is also provided to the next-deploying units as lessons learned. Army Test and Evaluation Command also provides analytical capability within this arena.

4-55. Analyses from ORSA organizations include programmatic analyses of sustainment and force structure, to aid decisionmaking. ORSA organizations mobilize and deploy simulation modeling, reducing costs. The cost of campaigns and major operations strongly affects domestic support and thus influences success or failure in a given mission. ORSA projects include force closure estimates, resource for

mobilization and deployment data, lift asset requirements, pre-positioning recommendations, and high-level quick response courses of action analysis. ORSA organizations also conduct estimations of support force requirements and casualty analysis. They develop wartime class V and class VII requirements and compare theater logistic requirements to capabilities.

LEGAL SUPPORT TO OPERATIONS

4-56. Military operations are subject to legal requirements arising from domestic, international, and customary law. Legal issues, such as the disbursement of monies authorized and appropriated by the U.S. Congress, can quickly become very complex. Just as important, U.S. forces must understand the legal systems of host nations and occupied countries. These are part of the operational environment. Operational Army Staff Judge Advocates are trained and educated in these matters. Also, they receive support from the generating force, including organizations such as the U.S. Army Judge Advocate General's Legal Center and School's Center for Law and Military Operations.

SUPPORT TO RAPID ADAPTATION

4-57. U.S. and partner forces operate in a complex and rapidly evolving environment against adaptive and asymmetric foes. In this environment, the advantage goes to the force that most rapidly learns and adapts. The generating force helps operating forces adapt quickly. The Army develops capabilities to meet a broad range of threats, under the most likely conditions of employment. The Army seldom develops capabilities tailored to a specific, narrow contingency. Therefore, most Army forces must continually modify some aspect or aspects of their DOTMLPF capabilities to master the specific conditions under which they are employed.

4-58. Commanders play the key role in adapting operational forces. They determine a need to adapt, either to exploit an inherent advantage in the operational environment or to defeat an enemy or adversary's adaptation of its capabilities. Commanders develop the operational needs statements that lead to formal changes across the DOTMLPF for their units. They are also responsible for implementing the required adaptation. The generating force provides commanders and their units a variety of capabilities for assessing the requirement for adaptation and assists in implementation.

ROLES AND RESPONSIBILITIES FOR OPERATIONAL ADAPTATION

4-59. Adapting operating forces is a collaborative process, involving the operational Army and various organizations within the generating force. The following paragraphs describe organizations that play key roles in bringing generating force capabilities to bear for adaptation. As noted above, however, unit commanders drive change by identifying the opportunities for adaptation, choosing solutions, and integrating those solutions into their organizations.

4-60. HQDA plays a vital role in adaptation by resourcing the required capabilities. While directing and resourcing the development of Army capabilities is a routine Title 10 function, these resourcing actions have an immediate impact on operational Army capabilities and the conduct of ongoing operations. In particular, HQDA reviews operational needs statements and approves or rejects them in accordance with overall Army priorities through the Army Requirements Review Board. The HQDA G-3/5/7 leads the review board process, supported by the HQDA G-8 and the rest of HQDA. The HQDA Chief Information Officer/G-6, Assistant Secretary of the Army (Acquisition, Logistics, and Technology) (ASA(ALT)), and HQDA G-8 play an analogous role with regard to information technology systems. They review configuration changes, including software blocking plans, execution of those plans, and eventual certification. They resource the changes as appropriate. A thorough understanding of the operational environment informs this review and resourcing process, which must respond swiftly to operational Army requirements.

4-61. The HQDA G-3/5/7's Army Asymmetric Warfare Office (AAWO) assists operating forces in adapting their capabilities to mitigate or defeat asymmetric threats. In particular, the AAWO provides capabilities from two key organizations: the Asymmetric Warfare Group and the Rapid Equipping Force.

4-62. The Asymmetric Warfare Group coordinates operations in support of joint and Army force commanders to mitigate and defeat specified asymmetric threats. The Asymmetric Warfare Group works not only to respond to but also to anticipate asymmetric threats. It focuses on the development and adaptation of tactics, techniques, and procedures. It also facilitates the integration of low-cost, off-the-shelf technologies into a unit's capabilities. Asymmetric Warfare Group teams support deployed units and those preparing to deploy. Thus, they assist in developing successful adaptations and in transitioning adaptations to units preparing to deploy.

4-63. The Rapid Equipping Force provides operational commanders with rapidly employable materiel solutions to enhance lethality, survivability, and protection through insertion of commercial and government off-the-shelf technologies and future force technologies

4-64. In conjunction with ASA(ALT), USAMC provides science and technology support and research, development, and acquisition support to the adaptation of operating forces. In particular, RDECOM's mission is to deliver the right integrated technologies into the hands of Soldiers quickly. This mission supports the Army and DOD goal of ensuring operating forces have the requisite capabilities. It also supports the accelerated fielding of capabilities to operating forces. RDECOM works in conjunction with ASA(ALT); USAMC's other life-cycle management commands; and other elements of the acquisition, logistics, and technology community. Through this cooperation, RDECOM builds and maintains situational awareness about the kinds and maturity of military and civilian technologies with military application. RDECOM solicits information to address urgent capability shortfalls among various research, development, and engineering centers; the Army Research Laboratory; and International Technology Centers. In partnership with other Army organizations, including FORSCOM, TRADOC, USACE, the Army Test and Evaluation Command, and the Rapid Equipping force, RDECOM provides a conduit through which materiel solutions are quickly integrated into existing operational capabilities. USAMC and ASA(ALT) also assist in developing the necessary supply chain to support equipment fielded through the Rapid Equipping Force. USAMC and ASA(ALT) provide acquisition, logistic, and technology support through reachback and call forward, coordinated by deployed Army field support brigades (AFSBs).

4-65. As the Army's proponent for asymmetric warfare, TRADOC plays an important role in the adaptation of operational capabilities, especially the transition of successful adaptations to units preparing for deployment. The Center for Army Lessons Learned (CALL), Army Capabilities Integration Center (ARCIC), and TRADOC G-2 are TRADOC organizations with a primary focus on operational adaptation.

4-66. CALL collects, analyzes, disseminates, integrates, and archives Army, joint, interagency, and multinational observations; insights; lessons; and tactics, techniques and procedures to support full spectrum operations. CALL acts at the request and direction of the supported commander, within the boundaries the commander sets. In particular, CALL facilitates time-sensitive, situation-specific adaptation of tactics, techniques, and procedures, and in conjunction with other agencies, helps disseminate and integrate those adaptations to other elements of the force.

4-67. ARCIC's Accelerated Capabilities Developments Directorates' Asymmetric Warfare Division enables the accelerated integration of capabilities (materiel and nonmateriel) to the current force. The division does this in conjunction with the Rapid Equipping Force, RDECOM, and other generating force organizations. Based on a comprehensive analysis of operational needs statements, combatant commander integrated priority lists, and lessons learned developed by CALL, ARCIC develops capabilities for integration across the force. The division's emphasis is on capabilities that can be delivered within eighteen months. ARCIC also plays a major role in integrating successful operational adaptations to the larger Army and into the design of the future force.

4-68. TRADOC G-2 provides a look from the threat (red) perspective on new capabilities and expected actions and reactions.

4-69. As manager of Army force generation (ARFORGEN), FORSCOM ensures that useful adaptations are transitioned to forces alerted for employment by an execute order. In particular, FORSCOM ensures that mission rehearsal exercises conducted at combat training centers integrate relevant lessons learned from the field and enhance the integration of materiel capabilities.

ADAPTING OPERATING FORCES

4-70. Because adaptation is an operational requirement for Army forces, planners ensure generating force capabilities for adaptation are included in operational planning. For example, force planners coordinate with the Rapid Equipping Force and Asymmetric Warfare Group to determine the appropriate support for deployment.

4-71. Adapting operating forces follows a five-phase process. The five phases, discussed in succeeding paragraphs, are—

- Identification of a need for adaptation, either to exploit an opportunity in the operational environment or to respond to adversary adaptation.
- Development of a viable capability (DOTMLPF) solution.
- Implementation of that solution.
- Assessment.
- Transition of the capability solution to the rest of the Army, as appropriate.

4-72. These phases are not necessarily sequential, and they often occur in parallel. Generating force organizations in particular maintain continuous awareness of current tactical and operational problems and their potential technological solutions. Organizations with analytical capabilities remain heavily involved throughout the process.

4-73. The identification of the need to adapt can, in fact, come from any element of the force. As noted, elements of the generating force can independently identify a need based on their analysis of existing operational needs statements, lessons learned, and combatant commander integrated priority lists. Usually, however, unit commanders identify a need for adaptation based on their experience of the operational environment, focusing on local conditions and adversary capabilities. At this point, commanders have a variety of resources available to them. One resource is to consult with their associated team from the Asymmetric Warfare Group. Another is requesting support from a CALL collection and analysis team or a mobile training team. In addition, commanders can use CALL's Request for Information system. A commander who deems a materiel solution necessary or advantageous develops an operational needs statement, either independently or in conjunction with one of the acquisition, logistic, technology, or contracting elements under the control of the deployed AFSB. For more on the process for developing, validating, and approving operational needs statements, see AR 71-9.

4-74. Generating force organizations then begin development of a comprehensive DOTMLPF solution to the identified capability need. Solutions can range from a minor adjustment of tactics, techniques, and procedures to local conditions, to the introduction of new materiel capabilities. The goal is to develop a viable solution to the operational requirement that immediately enhances a unit's capability, rather than waiting to seek an optimal and enduring solution. For a materiel solution, Army acquisition, logistic, and technology organizations provide an initial assessment of candidate solutions and a time estimate for implementation. A solution consists, in part, of the identified changes to a unit's tactics, techniques, and procedures (doctrine); structure (organization); training program; materiel; leadership and education; personnel; and facilities. It also involves an integrated plan to implement those changes. TRADOC also provides capabilities to support rapid force development.

4-75. Different generating force organizations take the initial lead to design and implement the DOTMLPF solution and plan, depending on the nature of the solution. If the solution lies primarily in the realm of tactics, techniques, and procedures, then the Asymmetric Warfare Group most likely takes the lead. If it is a materiel solution, the Rapid Equipping Force takes the lead. In all cases, the lead works with the supported commander and the rest of the generating force through reachback. The lead organization not only considers Army capabilities but also reaches out to joint and multinational partners for candidate solutions.

4-76. Implementation is primarily the supported commander's responsibility. The commander uses the plan developed by the lead generating force agency to make the necessary changes to the unit. Except under the most demanding conditions, units continue to train even while in combat, either during post-

operations periods or while preparing for a mission. Commanders integrate the implementation plan into their ongoing training program.

4-77. During and after implementation, operating force commanders and supporting generating force organizations assess the effectiveness of the change. Again, embedded analysts at division, corps and theater army level comprise an important element of this assessment effort. The logistic support element at the division and the brigade logistic support team (BLST) within brigade combat teams and aviation brigades provides a complementary analytical capability. The logistic support element and the brigade logistic support team give the operational commanders at brigade and above a direct link to the generating force, through the Army field support brigade. Depending on the assessment, the solution is transitioned to other elements of the Army as appropriate.

4-78. Transition of the solution to other Army forces is a shared responsibility. Based on the nature of the requirement and solution, the ARFOR headquarters directs adoption of that solution by appropriate elements of the command. If the ARFOR headquarters determines the requirement and its solution represent an enduring condition within theater, FORSCOM and other generating force elements incorporate it as part of their efforts to prepare units to deploy in the context of ARFORGEN.

4-79. In some cases, the solution may justify a permanent change to another part of the Army or the entire Army. A select number of rapidly spiraled capability enhancements are so effective they eventually transition to Army programs. In this case, an assessment by operational commanders and the generating force determines which capabilities being spiraled today have the greatest potential in the future force. A capability may have an Army-wide fielding as a whole, or it may address niche or specialized requirements. The Army Capabilities Integration Center is responsible to the Secretary of the Army and Chief of Staff, Army, for determining and integrating force requirements and synchronizing the development of DOTMLPF solutions across the Army.

GENERATING CAPABILITIES FOR OPERATIONS

4-80. Generating Army capabilities for specific operations requires two types of processes. One is the ongoing process of manning, training, equipping, and educating the Army for full spectrum operations. This lies within the primary mission of the generating force. The second process is the activities that prepare Soldiers and units for a specific campaign or operation. This is the responsibility of the operational Army. The generating force focuses on its main mission, the general preparation of units to conduct full spectrum operations. This preparation is modified by units' orientation on specific contingencies in accordance with their role in the Joint Strategic Capabilities Plan. Combatant commanders prepare forces assigned to them for the specific campaigns or major operations to be conducted. The generating force supports the commander in this responsibility. In the traditional security environment, conflict was a possibility against which the nation hedged rather than an ongoing reality. This division of responsibilities was the most feasible in that environment. The current security environment necessitates a blend of the two processes.

4-81. These traditional responsibilities remain unchanged. The generating force still prepares Army forces for full spectrum operations, against any enemy or adversary, anywhere in the world. The generating force's primary concern remains its statutory role of preparing Army forces. Combatant commanders remain responsible to prepare assigned forces for their specific roles in major campaigns and major operations. The generating force supports combatant commanders in this latter responsibility to a large extent through reachback. Forces assigned to FORSCOM are prepared for general employment until assigned a specific mission.

4-82. Through a shared understanding of the operational environment and its requirements, the generating force now plays a much greater role in preparing units for their operational mission. The generating force is responsible for enabling the Army to provide capabilities tailored to specific operational environments and that meet the specific requirements of joint force commanders. At a minimum, this requires orienting Soldiers and units to their specific operational environment. It may require the modification of unit capabilities or the development of entirely new capabilities to meet unanticipated operational needs. As noted, many of these capabilities reside in the generating force itself.

4-83. Moreover, because of the current operational environment, the Army must sustain its operational capabilities through conditions of protracted conflict. ARFORGEN is the Army's system for generating landpower capabilities that respond to the operational needs of joint force commanders and sustaining those capabilities as long as required. Guidance on the conduct and management of the ARFORGEN process is contained in the ARFORGEN Implementation Plan and is not covered in this manual. Instead, this manual describes the purposes of ARFORGEN that directly relate to generating force operational support.

KEY ROLES AND RESPONSIBILITIES FOR GENERATING LANDPOWER CAPABILITIES

4-84. As noted, FORSCOM is the overall manager of the ARFORGEN system and serves as the Army Force Provider in the context of Global Force Management. Additionally, FORSCOM is responsible to identify requirements for landpower capabilities that do not exist in the Army's inventory and to initiate the generation of new capabilities from existing resources. In developing these sourcing solutions, FORSCOM takes into account all potential and existing Army capabilities, including those managed by the generating force. Such capabilities include DOD civilians with unique capabilities and expertise managed by the Civilian Human Resource Agency.

4-85. TRADOC develops the individual and collective training programs and scenarios used to prepare units for their operational mission. A key responsibility is the maintenance of the contemporary operational environment (COE), to inform training, leader development, and education throughout the force. When FORSCOM identifies the need for new capabilities, and HQDA approves those requirements, TRADOC designs them and develops the individual, functional, and collective training programs to bring them to fruition. TRADOC also plays an important role in monitoring the operational environment through its forward-deployed CALL theater observation detachments, in conjunction with the TRADOC G-2. The TRADOC G-2 monitors threat activities as they impact on the operational environment. CALL deploys collection and analysis teams to collect operational observations, insights, and lessons from deployed units in theater, and to provide those insights to redeployed units upon return to their home stations. TRADOC also provides new equipment or new organizational training teams to facilitate this process.

4-86. Army Materiel Command is responsible, in conjunction with ASA(ALT), for resetting the force and for providing acquisition, logistic, technology, and contingency contracting support to globally deployed operational forces. Selected logistic support activities, within an installation's Directorate of Logistics from the IMCOM, are under operational control to USAMC during the ARFORGEN process at designated installations. The selected activities assist in regenerating equipment and generating forces as required workload is allocated under the direction of the USAMC. The Military Surface Deployment and Distribution Command (SDDC) provides global surface deployment command and control and distribution operations as part of U.S. Army Transportation Command.

4-87. AAWO also helps the entire generating force, especially TRADOC G-2, monitor the operational environment. It does this through its forward deployed teams from the Asymmetric Warfare Group and the Rapid Equipping Force. The Asymmetric Warfare Group also attaches teams to deploying units to help prepare them for the environment in which they will operate and the missions they will execute.

4-88. NETCOM/9th SC(A) provides the communications infrastructure that allows the organizations generating Army forces to monitor the operational environment. NETCOM/9th SC(A) provides global and expeditionary communications to enable joint and multinational command and control. NETCOM/9th SC(A) leverages the Global Information Grid to ensure extension and reachback capabilities while operating, engineering, transforming, and defending LandWarNet (see paragraphs 5-74 through 5-75) across the entire spectrum of conflict. NETCOM/9th SC(A) accomplishes this mission with operational Army units linking its globally postured theater signal brigades, brigades, and its own enterprise capabilities, such as regional information managers.

4-89. U.S. Army schools and centers, including the faculties of the U.S. Military Academy, the U.S. Army War College, and U.S. Army Command and General Staff College, provide the operating forces significant expertise on a wide variety of operational issues either as reachback or by means of forward deployed small teams. In addition, the PKSOI provides specific expertise in peacekeeping, stability operations, and irregular warfare.

PREPARING EXISTING CAPABILITIES FOR EMPLOYMENT

4-90. To the maximum possible extent, the generating force helps prepare operational Army formations for the specific environment in which they will operate. The generating force provides operational forces the personnel; equipment; and tactics, techniques, and procedures they will employ once deployed. Generating force organizations, therefore, maintain awareness of conditions within the joint operations area so they can provide tailored preparation to units. Depending on the operational environment, the organization, training, equipment, and personnel employed may differ considerably from the standard modified table of organization and equipment. However, the tactics, techniques, and procedures employed represent a fairly specific application of doctrine to the actual situation.

4-91. The generating force assists commanders in preparing their organizations to encounter complex, even chaotic, situations encompassing competing operational themes. These include major combat operations, irregular warfare, peace operations, limited intervention, and peacetime military engagement.

4-92. The generating force has several means at its disposal for preparing operating forces for the specific operational environment they will face. These are discussed in the following paragraphs.

4-93. TRADOC's G-2 maintains the COE, a holistic view of the operational environment in the near and mid term. The COE consists of the conditions, circumstances, and influences affecting the employment of military forces. It includes a full analysis of the variables of the operational environment. Used only in training, it serves as the basis for training scenarios, an opposing force model, and opposing force doctrine. It allows Soldiers and units to train against an adaptive, asymmetric enemy under physical and cultural conditions that resemble those in the operational area during mission readiness exercises.

4-94. A mission readiness exercise is a mission-tailored training and rehearsal exercise for deploying units. It is conducted to reinforce a commander's vision and intent and expose the unit to conditions approximating those in the theater of employment. The mission readiness exercise is conducted at a combat training center and may include a mission rehearsal exercise for the higher headquarters staff (division or corps). Some units with short deployment timelines cannot access a combat training center. They receive a mission readiness exercise at an alternate training site.

4-95. A mission rehearsal exercise includes a staff-level exercise conducted as a culminating training event for deploying Regular Army and Reserve Component divisions. Units selected to perform a joint HQ mission receive joint personnel, equipment augmentation, and specialized training prior to deploying. The mission rehearsal exercise can be embedded in a mission readiness exercise when a division HQ provides command and control for the brigade combat team's readiness exercise.

4-96. Exportable training capability enables units to replicate combat training center capabilities at home station, albeit not to the same degree of intensity and realism. It is an adjunct to the Army's combat training centers, which include the following: maneuver combat training centers, battle command brigade skills training, and support brigade warfighter exercises.

4-97. Logistics force generation is managed by USAMC's Army Sustainment Command—the continental U.S. (CONUS) theater sustainment command. Its purpose is to reset the force and prepare it for deployment in the areas of equipment and materiel management.

4-98. Regular video-conferences between deploying division, corps, and other units with the units they will relieve prepare the deploying units to execute missions under anticipated conditions. Whether or not to conduct such conferences is a decision of the commanders involved; operational conditions and tempo may preclude routine involvement by the deployed unit. Nonetheless, the generating force facilitates such meetings by coordinating with the Army Service component command (ASCC) concerned and by providing facilities that enable such communications.

GENERATING NEW CAPABILITIES

4-99. In some cases, operations require a unit's employment to differ from the purpose for which it was developed. One example is the employment of artillery and armor Soldiers as infantry in stability operations or in protracted counterinsurgency operations. Another is the employment of artillery and air

defense artillery units as security forces for bases and convoys. TRADOC is responsible for developing organizational templates and training programs to accomplish this adaptation.

4-100. In other cases, such as the development and deployment of military transition teams to Iraq, generating force organizations must rapidly develop unanticipated capabilities. If combatant commanders require a landpower capability not in the Army's inventory, the generating force develops, fields, and projects such capabilities.

4-101. The generating force prepares individuals to serve with deployed headquarters, both Army and joint. The generating force executes this mission at its power generation platforms and CONUS replacement centers.

ANTICIPATING OPERATIONAL REQUIREMENTS

4-102. Generating force organizations monitor the operational environment to anticipate and generate the required capabilities. To a great extent, such monitoring is done through reachback, by reviewing ongoing operations, by collating and reviewing lessons learned by joint and Army organizations, and by reviewing other areas of generating force operational support. Generating force organizations remain prepared, however, to position observers forward in the joint operations area to independently assess ongoing operational requirements and transmit those requirements to their parent organizations. For example, CALL deployed over a dozen theater observation detachments in support of Operation Iraqi Freedom and Operation Enduring Freedom at division-level units and higher.

4-103. Army field support brigades can provide a mechanism in theater for the generating force to connect the operating force units with the operational command. Additionally, the Army can leverage field support brigade connectivity into the brigades and divisions to maximize information flow to the generating force while minimizing the footprint on the ground.

4-104. Generating force parent organizations require the capability to receive and disseminate classified information through secure communications systems to forces preparing for deployment. These organizations practice effective operations security while maintaining connectivity with operating forces.

Chapter 5

Enabling Strategic Reach

Strategic reach is the distance and duration across which the nation can project military power. Army generating force organizations enhance strategic reach by providing capabilities for projecting joint forces, sustaining those forces once deployed, and establishing the networks that enable operating forces to draw on the full range of Army and Department of Defense (DOD) capabilities.

SUPPORT TO FORCE PROJECTION

5-1. *Force projection*, the ability to project the military instrument of national power from the United States or another theater, in response to requirements for military operations (JP 5-0), is an identified area of joint interdependence. Force projection encompasses a range of processes including mobilization, deployment, employment, sustainment, and redeployment.

5-2. The Army necessarily relies on air and sea transportation to project its capabilities into the joint operations area (JOA). The responsibility to move Army forces to and from ports of embarkation, assist in the management and operation of ports of embarkation and debarkation, and provide capabilities to geographic combatant commanders for conducting reception, staging, onward movement, and integration (RSOI) belongs to the generating force. The generating force also plays an important role in redeploying forces from the JOA.

5-3. As noted, force projection is a significant area of joint interdependence because the Army relies on air and sea transportation to reach most theaters of operations. The Military Surface Deployment and Distribution Command (SDDC) is the Army Service component command (ASCC) to and primary interface with the U.S. Transportation Command (TRANSCOM). SDDC, therefore, plays a key role in coordinating surface movement, strategic surface and sea movement, and common user port management in the deployment of Army forces to theater and their redeployment from theater.

5-4. Landpower capabilities, once generated, are projected for employment by joint force commanders. (Chapter 4 described the operational aspects of the generating force's role in mobilizing or generating landpower capabilities.) Many capabilities may be employed without being deployed due to the reachback enabled by ongoing improvements to information technology. The generating force retains the responsibility to facilitate joint force commanders' employment of its capabilities, whether deployed outside the continental United States (OCONUS) or not.

5-5. Sustainment is another category of joint interdependence. Generating force sustainment organizations provide a continuum of support that integrates the sustainment base with operating forces. Generating force sustainment for operations emphasizes logistics and health service support. Sustainment is further discussed later in this chapter.

ROLES AND RESPONSIBILITIES FOR DEPLOYMENT AND REDEPLOYMENT

5-6. U.S. Army Forces Command (FORSCOM) has overall responsibility for the deployment of capabilities based in the continental United States (CONUS) to the JOA.

5-7. U.S. Army Installation Management Command (IMCOM), through subordinate installations, supports unit commanders in the conduct of predeployment activities. Through its installation transportation offices, IMCOM plans and coordinates the movement of units from home station to ports of debarkation. IMCOM also provides capabilities to operate and manage bases on behalf of joint force

commanders. Security for those bases, however, remains the responsibility of operating force commanders. IMCOM supports redeployment by facilitating movements from ports of debarkation to home station and by the conduct of reintegration activities.

From Installations to Power Generation Platforms

Throughout much of the 20th century, installations were simply locations where units lived and trained. While installations maintained facilities to deploy units to ports of debarkation, deployment was not a primary focus for the development and maintenance of installation infrastructure. During Operations Desert Shield and Desert Storm, however, it became apparent that installation capabilities to deploy units, especially armored and mechanized forces, had not kept pace with improvements in unit capabilities. The Army embarked on the Army Strategic Mobility Program to enhance installation capabilities to deploy units, mostly Regular Army. Installations became power projection platforms, in which the Army invested heavily to ensure their capability to move units from “fort to port.” These investments paid significant dividends during the deployments for Operation Iraqi Freedom. Reserve Component mobilization, however, lagged behind. Mobilization and training were conducted at a patchwork of mobilization stations, many of which lacked the infrastructure to train entire units or to deploy those units. Units would mobilize at various stations, consolidate at other locations for training, and then deploy from still other installations. This patchwork process introduced significant friction into the Army’s system for generating and projecting combat power, which depends on the continuous and cyclic employment of Reserve Component capabilities as an operational reserve. For this reason, the Army is establishing Power Generation Platforms, installations that provide continuous force generation, deployment, and training operations for active and Reserve Component forces. Power Generation Platforms will provide an integrated capability for generating Army capabilities, especially those from the Reserve Component, for operations.

5-8. The U.S. Army Corps of Engineers (USACE) is a DOD contract construction agent responsible for the design, award, and management of construction contracts for projects (see DODD 4270.5 for the scope of USACE’s responsibilities). During contingency operations, the combatant commander may use USACE as a contract construction agent for design, award, and management of construction contracts in support of military operations. USACE can also provide facilities planning, contract administration, and technical engineering support to joint force commanders (for example, advanced base master planning, geospatial engineering, antiterrorism and force protection engineering, environmental engineering, and cold-weather mobility). USACE is the proponent for the design and functions of such bases.

5-9. U.S. Army Materiel Command (USAMC) plays a critical role in force projection. USAMC manages Army equipment throughout all phases of deployment and redeployment. It maintains Army pre-positioned stocks, ashore and afloat. USAMC and the Assistant Secretary of the Army (Acquisition, Logistics, and Technology) (ASA(ALT)) manage equipment requirements for units undergoing modular conversions, theater-provided equipment, predeployment, and operational theater support and subsequent redeployment equipping. In accordance with the direction of Headquarters, Department of the Army (HQDA) and affected Army commands and direct reporting units, USAMC manages the redistribution of equipment affected by restationing, modularity, and impacts or changes requiring disposition of Army equipment and supplies. Through the Army Sustainment Command, USAMC assists FORSCOM with the rapid projection of Army forces to the JOA and their redeployment, integrates Army logistics with joint and strategic partners in the national sustainment base, and coordinates distribution plans with TRANSCOM and other strategic partners. SDDC is responsible for common-user land transportation and common-user ocean terminal services to deploy, employ, sustain, and redeploy U.S. forces. (See paragraphs A-18 to A-19 for a fuller description of USAMC’s mission and capabilities.)

DEPLOYING ARMY CAPABILITIES

5-10. Deployment is the movement of forces to an operational area in response to an order. It encompasses all activities from origin or home station through destination, including predeployment events and intracontinental U.S., intertheater, and intratheater movement legs. This combination of dynamic actions supports the combatant commander's concept of operations for employment of the force. It consists of four distinct phases:

- Predeployment activities.
- Home station to port of debarkation.
- Port to port.
- RSOI.

5-11. The generating force's primary roles in deployment are to—

- Support operational Army commanders in predeployment activities.
- Plan for and coordinate unit movement from home station to port of debarkation.
- Provide capabilities to TRANSCOM to operate ports.
- Provide capabilities to combatant commanders for the conduct of RSOI.

USAMC also facilitates the deployment of operational Army units by maintaining Army pre-positioned stocks (APS), ashore and afloat, that reduce the amount of materiel to be transported from home station to the JOA.

BUILDING BASES

5-12. The generating force provides capabilities to develop and manage infrastructure. To manage existing ports, the SDDC can deploy terminal groups to open ports, but it cannot afford to commit these scarce assets indefinitely to mature theaters. Sustaining port operations over time requires employing host-nation capabilities and contractors in support of military operations. The command's transportation groups and deployment and distribution support battalions manage these and other capabilities.

5-13. The generating force provides capabilities to establish, operate, and manage bases in support of contingency operations. To support base development, USACE maintains base development teams that operating forces access through reachback. IMCOM also provides capabilities to operate and manage bases in support of joint force commanders. These capabilities have a contingency operations focus, emphasizing flexibility and responsiveness. Generating force organizations develop installations according to standard templates, modified as appropriate to local circumstances. This provides common levels of support for all of the Services. Operating force commanders provide security to bases within their areas of operation.

5-14. In addition to standard base operations, the generating force provides combatant commanders capabilities for conducting theater-specific training. One example is ranges for the conduct of live fire exercises. Another is rehearsals and facilities for training in the use of electronic warfare. Other capabilities include training programs to refine the preparation of units and Soldiers for the operational environment.

SUPPORT TO REDEPLOYMENT

5-15. U.S. forces must sustain protracted operations, especially in irregular warfare. In this context, redeployment is an essential operational mission, conducted under combat conditions. Effective and efficient redeployment avoids operational pauses, contributes to the maintenance of landpower capabilities over the long term, and helps preserve the Army's morale.

Phases of Redeployment

5-16. The generating force provides capabilities to support the four phases of redeployment:

- Redeployment preparation.
- Movement to and activities at the port of embarkation.
- Movements to ports of debarkation.
- Movement to home or demobilization stations.

5-17. Redeployment preparation is actions taken out of contact to ready a unit for its redeployment to home station. During this phase, the primary generating force role is to manage the disposition of unit equipment that will either remain in theater as theater-provided equipment (see paragraph 5-57) or be subject to retrograde to the sustaining bases for repair or upgrade.

5-18. The deployed ARFOR headquarters is responsible for facilitating units' movement to ports of embarkation. SDDC manages sea ports of embarkation and prepares military traffic for movement by sea. It also provides capabilities, either with organic assets or through contract carriers, to move unit equipment from ports of embarkation to ports of debarkation.

5-19. IMCOM, through its subordinate installations, also facilitates unit movement from ports of debarkation to home station. IMCOM, in coordination with FORSCOM, USAMC, National Guard Bureau, U.S. Army Reserve (USAR), and other generating force organizations, also facilitates the conduct of reintegration and demobilization as units return from the JOA. Reintegration includes activities to recover equipment and personnel, demobilization processing, and all other activities necessary to facilitate the reintegration of Soldiers and Army Civilians into their families and communities.

Planning Redeployment

5-20. In addition to supporting the execution of the four redeployment phases, generating force organizations play a major role in planning redeployment. They do this in conjunction with the redeploying units, the deployed ARFOR headquarters, and TRANSCOM. These generating force organizations include HQDA, FORSCOM, USAMC, and IMCOM.

5-21. In coordination with FORSCOM, HQDA G-8 determines the disposition of the redeploying unit's equipment, less what remains in theater as theater-provided equipment. HQDA determines which equipment the unit retains and which equipment is to be retrograded. (See paragraphs 5-49 to 5-57.)

5-22. USAMC plans for and conducts the retrograde of Army equipment for restoration to serviceable conditions or improvement.

5-23. IMCOM, through its Installation Transportation Offices, plans for unit movement from ports of debarkation to home station. In coordination with redeploying unit commanders, IMCOM also plans for the conduct of reintegration.

SUSTAINING DEPLOYED FORCES

5-24. Sustainment includes the provision of logistics, human resource services, and health service support required to maintain and prolong operations until mission accomplishment. The increasingly interconnected global environment allows the generating force to apply its sustainment capabilities directly within the JOA. These capabilities include contingency and sustainment contracting; the maintenance and repair of equipment; acquisition, logistic, and technology functions; and health service support. Generating force support to sustaining operations focuses on logistics and health service support.

5-25. The generating force anticipates operating force sustainment needs to identify, accumulate, and maintain the right mix of personnel, equipment and materiel, services, capabilities, and information. In coordination with the ASCC's logistics planners, generating force planners endeavor to foresee the probable logistic requirements of partners (such as other U.S. government agencies, multinational partners, international organizations, and nongovernmental organizations) whose support is critical to mission

accomplishment. Such foresight helps avoid unnecessary delays in planning and execution. This supports the imperative for *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). The requirement for foresight, however, does not necessarily extend to the accumulation or the provision of supplies and services, which is done only in accordance with international agreements.

5-26. USAMC, in coordination with the supported ASCC's theater sustainment command, facilitates the provision of in-theater support from Defense Logistics Agency depots, other Services, private industry, and other government agencies.

MAJOR GENERATING FORCE SUSTAINMENT ORGANIZATIONS

5-27. USAMC equips and sustains the Army, whether in garrison or deployed. In cooperation with ASA(ALT), USAMC provides acquisition, logistic, and technology support to deployed forces and provides mission-specific support to forces identified for deployment. (For a fuller description of USAMC's mission and capabilities, see paragraph A-18.) USAMC provides this support through the Army Sustainment Command and deployed Army field support brigades (AFSBs).

5-28. The Army Sustainment Command is the key Army logistic organization with which an ASCC-assigned theater sustainment command coordinates for strategic-level support. The Army Sustainment Command is responsible to coordinate national sustainment base support to operating forces. (For more information, see paragraph A-22.)

5-29. AFSBs coordinate generating force sustainment support in the JOA. AFSBs are operational Army organizations residing in the JOA that draw on capabilities resident in the generating force. AFSBs add depth and capability to operating forces by facilitating the employment of their organic acquisition, logistic, technology, and contracting capabilities and capabilities resident in the generating force. AFSBs combine assets from the USAMC and the ASA(ALT) into a brigade-level unit that plans for and controls Army ALT support of the Army force in the operational area. AFSBs also provide common joint, multinational, and interagency ALT support when directed by the joint force commander and ASCC commander. While under the operational control (OPCON) of the theater sustainment command, AFSBs maintain technical channels to USAMC life-cycle management commands (LCMCs).

5-30. Army Sustainment Command contracting support brigades (CSBs) are the lead for coordinating generating force planning for contracting and contracting support in the area of operations. Like the AFSB, a CSB is assigned to the Army Sustainment Command and operates OPCON to Army theater sustainment commands.

5-31. The U.S. Army Medical Command (MEDCOM) provides enterprise-level health service support to the joint force, ensuring complete continuity of care. MEDCOM integrates the capabilities of its subordinate operational Army units with generating force assets such as military treatment facilities and research, development, and acquisition capabilities. MEDCOM's generating force capabilities not only augment those of operating forces but also provide significant assistance in coping with unanticipated medical threats. (For more on the capabilities of MEDCOM and its major subordinate commands, see paragraphs A-39 through A-40.)

LOGISTIC SUPPORT

5-32. Logistics is the science of planning, preparing, executing, and assessing the movement and maintenance of forces. In its broadest sense, logistics includes the design, development, and acquisition of equipment and systems.

5-33. USAMC support of operations primarily falls into five categories: distribution management at the strategic level; maintenance support; contractor logistic support; management of operating force equipment; and augmenting munitions and explosives safety management.

Distribution Management

5-34. USAMC maintains and manages the Army's portions of the strategic distribution system for Army logistics that support the theater distribution system. USAMC provides the asset management, logistic requirements determination, distribution management, and resource management that ensure the generating force correctly anticipates operating forces' logistic requirements.

Maintenance Support

5-35. Through a combination of forward presence, call forward, and technical reach support, USAMC's LCMCs ensure the safety, reliability, and sustainability of operational Army equipment and munitions. USAMC draws on the capabilities of its depots, national maintenance contracts, below depot maintenance activities, and deployable component repair companies. Based on the needs identified by the ASCC's assigned theater sustainment command, USAMC generates the required sustainment maintenance capability. Component repair units are deployed primarily to provide sustainment support to secondary item repair and return to supply. USAMC provides limited, specialized maintenance capability to augment component repair units or theater maintenance units as needed. USAMC also integrates manufacturers into their support plans.

Forward Repair Activities

5-36. Army-operated depots are part of USAMC's industrial base and are managed by their respective commodity-oriented LCMCs. USAMC depots have the organic capability to perform complete end item overhaul, component overhaul, remanufacturing, and fabrication of components and repair parts. Depot field support capabilities are provided in theater through the deployment of forward repair activities.

5-37. Specialized maintenance operations, usually identified as forward repair activities, may be of short or long duration to support unique operating force requirements. These activities are carried out by Soldiers, Army civilians, and contractors. Examples of USAMC forward repair activities include—

- Projects to armor tactical wheeled vehicles.
- The installation of anti-rocket-propelled grenade skirts on tactical vehicles and other modifications.
- The repair and refurbishment of vehicles.
- Specialized communications and electronics component repair.

5-38. To support unique weapons systems and equipment, USAMC LCMCs may establish forward repair activities or special repair activities. The systems involved are usually low density and technically complex.

Retrograde Process

5-39. USAMC manages the Army retrograde process. Retrograde is part of the Army's distribution and supply chain management. Major end items of equipment, or major components such as engines, transmissions, weapons systems, and excess repair parts, are returned from the JOA to the sustaining base to restore unserviceable assets to serviceable condition or to return serviceable excess parts to the supply system. USAMC, in coordination with operating forces and DOD agencies, maintains in-transit visibility of retrograde assets from the point of origin to final destination through joint in-transit visibility systems.

Contractor Logistic Support

5-40. USAMC-managed contractor logistic support provides operating forces contracted resources for a variety of supplies and services. Examples are commercially available supplies and materiel, support to APS, common logistic services, and property accountability. USAMC and ASA(ALT) also help provide contractor sustainment and maintenance support to mobilization, deployment, employment, and redeployment. The three main types of contractor support are system support contracting, the logistics civil augmentation program (LOGCAP), and theater support contracting. For more information on contractor logistic support, see FM 100-10-2 and FM 3-100.21.

5-41. Planners identify contractor support requirements early in the planning process. This allows the timely and accurate development of time-phased force deployment data.

5-42. In coordination with the ASCC commander's principal assistant for contracting, Army field support brigades integrate generating force contracting support elements into sustainment brigades and other units as directed.

System Support Contracting

5-43. USAMC's LCMCs provide the entire life-cycle management of Army systems, munitions, and platforms. The Army Sustainment Command, through its subordinate AFSBs, assists the LCMCs and separate program executive officers (PEOs) and project management (PM) offices in providing system contract support to new or partially fielded Army systems and platforms. In some cases, utilizing deployable system contract support personnel (often referred to as field service representatives), the PEOs and PMs provide technical support to selected weapon and other major military systems and platforms. They sometimes provide complete maintenance support. These system contractor personnel can and often do use technical reach and call forward capabilities for additional assistance. System support contracts are pre-arranged by the ASA(ALT) program and PM offices.

5-44. System contractors, made up mostly of U.S. citizens, provide support to the force in training and real-world operations. System contractors provide either temporary support during the initial fielding of a system, called interim contracted support, or long-term support for selected materiel systems, referred to as contractor logistic support.

Logistics Civil Augmentation Program

5-45. The Army LOGCAP provides logistic and base support. This includes minor engineering and construction support from commercial sources. LOGCAP is an external support contract program that provides the operational commander an alternative source for filling logistic shortfalls by using contractor expertise and resources when military and host-nation support sources are not available.

5-46. External support contracts may be prearranged contracts or contracts awarded during the contingency to support the mission and may include a mix of U.S. citizens, third-country nationals, and local national subcontractor employees. The Army Sustainment Command is the USAMC element responsible for the LOGCAP, while the supported AFSB provides assistance to the ASCC with LOGCAP planners and integrators.

Theater Support Contracting

5-47. Theater support contracting is primarily an operating force capability where in-theater contingency contracting personnel contract common logistic support via commercial vendors primarily located in or near the operational area. Theater support contracting is coordinated among the following: AFSB, ASCC principal assistant responsible for contracting, ASCC G-4, and the support operations officer (SPO) of the theater sustainment command. The SPO can also draw on generating force contracting capabilities.

5-48. The principal assistant responsible for contracting, the ASCC's senior theater support contracting staff officer, and the contracting support brigade commander, lead the overall contracting support planning effort. Through the ASCC G-4, they publish the contracting support plan. In some situations, theater support contracting for deployed forces can be reinforced through reachback from home station directorates of contracting, or the Acquisition Support Center.

Management of Operating Forces' Equipment

5-49. The current security environment is characterized by protracted operations. To resource training and readiness, the Army effectively and efficiently makes use of all sources of equipment, including left-behind equipment. This resourcing process includes the reallocation of left-behind equipment.

5-50. USAMC maintains deployed units' equipment and also manages and maintains APS. The ASCC, under the direction of HQDA and in coordination with the combatant commander, directs redeploying

units to leave some equipment in theater when necessary. This becomes theater-provided equipment that will be issued to deploying units. Deploying units leave equipment at home station (left-behind equipment) so they can fall in on other units' and theater-provided equipment.

5-51. Theater-provided equipment was originally deployed with units and then left in theater for follow-on forces. In some cases, theater-provided equipment was purchased and remains in theater for issue to units as they rotate. Deploying units fall in on other units' equipment and theater-provided equipment in the JOA. This reduces the burden on deploying units and the transportation system. As a result, identification, accountability and visibility, maintenance, and disposition of the unit equipment remaining at home station are necessary to support the equipping needs of the Army.

5-52. Deploying units conduct a predeployment site survey to determine the theater-provided equipment they will need. Deploying units leave like items behind at home station, and these become left-behind equipment. HQDA then reallocates left-behind equipment to other units to meet mission requirements. For example, the equipment may be used to ready units for deployment or to support transformation. HQDA requires no formal input, other than readiness reporting, to make its allocation decisions. However, it does solicit input from relevant operational Army headquarters.

5-53. FORSCOM may reallocate remaining left-behind equipment to meet mission requirements. Similarly, subordinate operational Army headquarters with oversight of deploying units may reallocate remaining left-behind equipment to other deploying units, all subject to HQDA approval. USAMC, in conjunction with IMCOM, maintains, stores, and distributes equipment in accordance with the disposition instructions issued by HQDA, FORSCOM, and other headquarters.

Predeployment Training Equipment

5-54. Units often operate with a different set of equipment than they are authorized under their modified table of organization and equipment. To ensure they are fully ready for the operational environment, units conduct the final phases of their training using the equipment they will employ in theater. USAMC maintains equipment at training centers to conduct theater-specific premobilization training.

Left-Behind Equipment

5-55. During the predeployment site survey, the deploying unit's parent headquarters and the ARFOR headquarters in a JOA verify all equipment to be issued in the JOA and to be designated as left-behind equipment.

5-56. USAMC, in conjunction with IMCOM receives, stores, and maintains left-behind equipment. USAMC provides a maintenance and supply "bridge" to units upon redeployment as they reintegrate their equipment and personnel onto unit property books.

Theater-Provided Equipment

5-57. Theater-provided equipment usually consists of critical items used to protect Soldiers, such as anti-explosive protective equipment and reinforced armor vehicles. Another example is the intra-theater fielding of the toxic industrial chemical protection and detection equipment set to support environmental assessment and restoration functions. USAMC provides accountability and support of theater-provided equipment, in coordination with the appropriate ASCC and the HQDA G-8 and G-3/5/7.

Army Pre-positioned Stocks

5-58. The Army maintains APS to increase the responsiveness of U.S. Army forces and selected allies. APS consist of pre-positioned unit sets of equipment, operational projects stocks (OPROJ), Army War Reserve Stocks (AWRS), and war reserve stocks for allies (WRSA).

5-59. HQDA G-4 is the Army's APS program manager and develops and coordinates all policy-related actions. Under the guidance and oversight of the G-4, USAMC executes the APS program and provides accountability, storage, maintenance, and transfer (issue and receipt) of all equipment and stocks (except

medical supplies and subsistence items). The Army Surgeon General manages medical supplies, and the Defense Logistics Agency manages subsistence items.

5-60. A team from the Army Sustainment Command, a subordinate command of USAMC, assists in transferring equipment to unit(s) designated to receive APS. Unit personnel actively participate in the equipment preparation and transfer process. Upon mission completion, or as directed, this equipment then is transferred back to Army Sustainment Command. The Army Sustainment Command manages and coordinates support to deploying and deployed forces. The supporting AFSB executes this support.

Augmenting Munitions and Explosives Safety Management

5-61. Operational Army organizations, headquarters and units, routinely rely on civilian specialists to execute the day-to-day tasks associated with the management of munitions in transportation and storage during peacetime. Most of these civilian specialists are not organic to these operational Army organizations. Instead, they are assigned to IMCOM installations or USAMC. Consequently, non-unit civilian augmentees are required at headquarters, transportation hubs, and storage sites when munitions are provided to operating forces.

5-62. When U.S. or multinational ammunition is stored or transported during logistic operations in the area of operations, personnel familiar with the proper methods of handling packaged munitions and the effects of explosions involving mass quantities of packaged munitions participate during planning and execution. Proper planning of munitions operations in the logistic system and constant monitoring of operations and storage preclude the occurrence of and the severity of unintended explosions.

5-63. USAMC provides munitions management and explosives safety specialists. They augment headquarters and unit personnel in the planning and execution of the munitions mission in the JOA.

HEALTH SERVICE SUPPORT

5-64. The Army's health service support system is a complex system of interrelated and interdependent systems designed to improve the health of Soldiers, prepare them for deployment, prevent casualties, and promptly treat injuries or illnesses that do occur. It ensures a seamless continuum of care from the point of injury, through successive levels of essential care within the JOA, to definitive, rehabilitative, and convalescent care within the support base.

Augmenting Operating Force Capabilities

5-65. The Office of The Surgeon General leverages capabilities resident in the joint Military Health System and, when necessary, the civilian medical community. The purpose is to enhance care provided to deployed forces and to reduce the morbidity and mortality among U.S. forces.

5-66. MEDCOM special medical augmentation response teams provide consultation and advice to operating force medical personnel and organizations in the following areas:

- Trauma and critical care.
- Nuclear, biological, and chemical incidents.
- Stress management.
- Medical command, control, communications, and telemedicine.
- Pastoral care.
- Preventive medicine and disease surveillance.
- Burn.
- Veterinary.
- Health systems assessment and assistance.
- Aeromedical isolation.
- Occupational and environmental health surveillance.

MEDCOM also has the capability to field logistic special medical response teams to assist deploying forces. In addition, MEDCOM medical treatment facilities and dental treatment facilities support the Soldier readiness process by ensuring that deploying Soldiers are fit to deploy and in the best possible medical condition prior to deployment.

5-67. The U.S. Army Medical Department Center and School develops exportable or web-based training products to bridge identified training gaps based on lessons learned and after action reports. Its personnel perform site visits with units deploying to or redeploying from the JOA to ensure unit personnel have the necessary capabilities. New equipment training teams and new organization training teams facilitate the integration of new medical equipment into the force.

5-68. MEDCOM has a variety of health service support assets available in the generating force to augment the operating force medical capability. Preventive medicine assets available through the U.S. Army Center for Health Promotion and Preventive Medicine conduct health risk assessment for environmental and occupational health threats. Also, they provide technical reachback for medical and chemical, biological, radiological, and nuclear staffs. These assets can be deployed to collect, analyze, and communicate health risk data.

5-69. Military treatment facilities provide critical logistic support to deploying units. Military treatment facilities act as the installation medical support activities and provide medical supplies (class VIII) to deploying units.

Unanticipated Health Threats

5-70. The generating force also assists operating forces in identifying, responding to, and countering unique threats encountered in the JOA. USAMC develops medical technologies, including new investigational drugs that may be useful in responding to such threats. USAMC's subordinate command, the U.S. Army Medical Materiel Agency supports medical operational needs by procuring and fielding commercial off-the-shelf medical equipment solutions to assist in meeting emerging, unanticipated medical threats that develop in the JOA.

BUILDING AND SUSTAINING OPERATIONAL NETWORKS

5-71. Operational networks blur the distinction between operating forces and the generating force. At an elementary level, the equipment, processes, and information needed by joint force commanders to create operational networks do not reside entirely within the JOA. More importantly, at a conceptual level, operational networks are more than their enabling information technology. They are the connections between individuals and institutions that enable the collaborative creation of knowledge.

Creating a Human Network: The Army Analytical Community

Since 2002, the Center for Army Analysis has pushed analysts forward to support ongoing operational assessment at U.S. Central Command. Analysts are currently stationed forward with the Multinational Force–Iraq and Combined Forces Command–Afghanistan headquarters. They provide on-site analysis and awareness of and access to more robust generating force analytical capabilities from the Center for Army Analysis, the TRADOC Analysis Center, and other generating force analytical centers.

5-72. The purpose of an operational network is to connect people with information. Generating force organizations, primarily the U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) (NETCOM/9th SC(A)), conduct Army network operations (NETOPS) to enable information management. This includes the collection, processing, storage, dissemination and protection of information among operational units, policy makers, and support personnel. Generating force organizations also work to establish the organizational and personal connections that facilitate operating forces' access to relevant information and capabilities resident in the generating force.

5-73. Moreover, the employment of operational capabilities through reachback depends on the Global Information Grid (GIG). The GIG is a globally interconnected, end-to-end set of information capabilities, associated processes, and personnel for collecting, processing, storing, disseminating, and managing information on demand.

LANDWARNET

5-74. LandWarNet is the Army's contribution to the GIG. LandWarNet supports Soldiers, policy makers and support personnel. It integrates the universal elements of the operations process (plan, prepare, execute, and assess), organizes LandWarNet-authorized elemental users (the institution, commanders and staffs, leaders, Soldiers, and sensors), and force-wide relevant information sources (across warfighting functions and business mission areas) into a fully networked, distributed, precisely tailored, continuously evolving, dynamically organized joint force.

5-75. LandWarNet allows operating forces access to capabilities not physically resident in the JOA, including capabilities for planning, analysis, and administrative support. Reachback broadens the range of such capabilities available to operating forces well beyond what can be deployed. Conversely, the pervasive nature of the network means that its capabilities in the JOA depend on performance and capabilities physically located outside the JOA.

5-76. NETCOM/9th SC(A) manages and defends LandWarNet as an enterprise under global standards, protocols, processes, and configurations that ensure common capabilities at all levels. Global oversight and defense capabilities unify the network and enable the rapid, uninterrupted flow of information across all operational echelons. NETCOM/9th SC(A) works with operating forces to develop the necessary degree of standardization to allow the network to function effectively, while providing the flexibility necessary to respond to the operational environment.

5-77. Joint command and control is another area of joint interdependence in which the generating force leverages complementary joint capabilities. NETCOM/9th SC(A) ensures the integration of LandWarNet to the GIG, in part, to enable access to joint capabilities. In addition, generating force information managers ensure operating forces have the necessary access to sources of information held by other Services and DOD agencies.

GENERATING FORCE SUPPORT OF ARMY LANDWARNET OPERATIONS

5-78. Army LandWarNet operations encompass the integrated and mutually supportive areas of command and control, NETOPS, and information management. The communications network, the systems and applications that generate and manipulate data and information, and the information are bound together in the GIG. This is a responsive, flexible, protected, global network of systems and information enabling coordinated and synchronized action among Army, joint, national, and international forces.

The Command and Control System

5-79. The command and control system supports the commander's decisionmaking and disseminates the commander's decisions to subordinate commanders. The command and control system is the arrangement of personnel, information management, procedures, and equipment and facilities essential for the commander to conduct operations.

5-80. The maintenance and performance of the command and control system are primarily the responsibility of operating forces. The generating force supports these functions, however, by providing access to operationally relevant information from sources outside the JOA. The generating force provides access to analytical and planning capabilities through reachback and by assisting the communication of the commander's intent and instructions to subordinate elements when theater assets do not suffice.

Support of Network Operations

5-81. NETOPS provide collaborative, integrated management of networks, information systems, and resources that enable communication and information sharing. The goal of NETOPS is to provide the right

information to the right user at the right time. NETOPS rely on the understanding, application, and integration of information technology, technology standards, and standard processes. These processes provide traditional systems, information and infrastructure protection, and network management. They also provide the ability to move information across the LandWarNet and GIG terrestrial, space, airborne, and wireless environments. NETOPS processes and capabilities include the organizations, procedures, and technologies required to monitor and control the LandWarNet.

5-82. The NETOPS framework consists of situational awareness, command and control, and three essential tasks: enterprise management, network defense, and content management. NETOPS supports situational awareness by allowing for the active involvement, coordination, and cooperation of service providers for an open view of networks and information systems. They also allow the integration and interaction of the terminal applications employed in support of the warfighting functions. This requires the integration of operating forces and the generating force in Army communications systems. As part of the NETOPS community, the Army utilizes command and control to operate, control, and defend the LandWarNet. The NETOPS essential tasks are interdependent. The NETOPS operational framework integrates these tasks to accomplish three interdependent purposes.

5-83. The first essential task, enterprise management, is integral to achieving the desired effect of assured network and system availability. This effect is achieved through visibility and control over the systems and networks resources. Effectively managing resources and anticipating and mitigating problems ensure uninterrupted availability and protection of the system and network resources.

5-84. The next essential task, network defense, is integral to achieving the desired effect of assured information protection. This effect is achieved through the protection of information in storage, at rest, and passing over the network and systems. Information is protected from the time it is stored, catalogued, and distributed to the users, operators and decisionmakers.

5-85. Finally, content management is an essential task integral to achieving the desired effect of assured information delivery. This effect is achieved by providing timely information to users, operators, and decisionmakers. Networks are continuously monitored to ensure information is transferred with the correct response time throughput, availability, and performance to meet user needs.

Support to Information Management

5-86. Information management is the science of using procedures and information systems to collect, process, store, display, disseminate, and protect knowledge product, data, and information. It aims to provide the relevant information to the right person at the right time in a usable form, to facilitate situational understanding and decisionmaking. Information management does far more than control data flowing across networks. It also communicates decisions that initiate the effective actions to accomplish missions, and it fuses information from many sources. Successful information management adds meaning to information as it is processed so decisionmakers can focus on achieving understanding instead of simply processing or evaluating information.

5-87. The generating force role in information management is to fuse relevant information from the JOA with information from other sources. The generating force then identifies the users to whom that information is relevant and conveys it to them.

Role of NETCOM/9th Signal Command (Army)

5-88. The Commander, NETCOM/9th SC(A), is responsible for the administration and support of organic, assigned, or attached Army forces worldwide. The Commander, NETCOM/9th SC(A) is authorized to communicate and coordinate directly with Army Command, ASCC, direct reporting unit commanders, HQDA, other DOD headquarters and agencies, and other government departments on matters of mutual interest, subject to procedures established by Chief Information Officer/G-6. The Commander, U.S. Army Space and Missile Defense Command/Army Strategic Command (USASMDC/ARSTRAT), designates the Commander, NETCOM/9th SC(A) as the USASMDC/ARSTRAT deputy for network operations. In that capacity, the Commander, NETCOM/9th SC(A) communicates and coordinates directly with DOD and U.S. Strategic Command (USSTRATCOM) regarding USASMDC/ARSTRAT network operations.

5-89. NETCOM/9th SC(A) is the network service provider for the Army, Army network systems in the JOA, and LandWarNet. NETCOM/9th SC(A) has full enterprise-level authority for all global Army networks and information systems and networks that comprise the LandWarNet. NETCOM/9th SC(A) is the single Army authority to operate, control, and defend the Army's information structure (infostructure) at the enterprise level. NETCOM/9th SC(A) executes communications capabilities to enable joint and multinational command and control, while operating, engineering, transforming, and defending the Army's LandWarNet enterprise. NETCOM/9th SC(A) NETOPS responsibilities are described more fully in paragraphs A-31 through A-34

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Chapter 6

Developing Multinational Partner Capability and Capacity

This chapter describes the role of the generating force in supporting stability operations by assisting security forces, restoring essential services, and developing infrastructure. On behalf of joint force commanders, the generating force performs force management for partner security forces by helping design and build partner security institutions. The generating force also performs acquisition functions on behalf of partners. More important, generating force organizations help partners develop their own force management capabilities so they can sustain and improve their forces independently. Generating force organizations also provide a range of capabilities to assist in the restoration of essential services and to support economic and infrastructure development, most notably for the repair, development, maintenance, and management of infrastructure.

STABILITY OPERATIONS

6-1. *Stability operations* encompass various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief (JP 3-0). Stability operations involve both coercive and cooperative actions by the military force. They are designed to establish a safe and secure environment, facilitate reconciliation among local or regional adversaries, establish political, social, and economic institutions, and facilitate the transition to legitimate local governance. Army forces engaged in stability operations establish or restore basic civil functions and protect them until the host nation is capable of doing so. They act in support of other governmental agencies and the host nation. When the host nation or an agency is unable to accomplish its role, Army forces may provide basic civil functions directly. Stability operations seek to allow other instruments of national power or cooperating agencies to predominate. Most stability operations are multiagency and multinational.

6-2. Within the context of stability operations, U.S. military forces provide a wide range of capabilities. Department of Defense (DOD) policy states that U.S. military forces must be prepared to perform all tasks necessary to establish or maintain order when civilians cannot do so. In support of this, the Army executes the following stability tasks:

- Civil security.
- Civil control.
- Restore essential services.
- Support to governance.
- Support to economic and infrastructure development.

6-3. Generating force organizations can provide capabilities for some of the above tasks, most notably civil security and infrastructure development. The Army (generating force and operational Army) lacks standing capabilities to perform certain stability tasks and subordinate tasks. At times, however, it becomes necessary for Army forces to perform them. To generate the required capability for these tasks, the generating force builds on its existing capabilities. For example, the generating force administers a criminal justice and corrections system in the United States. This system is a large government department, with all the attendant issues such as personnel and information management, policy development, financial

management, administration. The generating force adds subject matter experts as necessary to support stability tasks.

SUPPORT FOR SECURITY FORCE ASSISTANCE

6-4. From a U.S. perspective, security force assistance is unified action to generate, employ, and sustain host-nation or regional security forces in support of a legitimate authority. Success in stability operations requires U.S. forces to support a legitimate authority in a nation or region; such operations require security forces. Security forces are all military, intelligence, law enforcement, and constabulary organizations that support a legitimate authority, including the systems and institutions that generate, employ, and sustain these forces. Furthermore, “security forces” is an inclusive term; it could potentially include U.S., host-nation, regional, and multinational elements. These contributors could be an actual part of a security force, provide security force assistance, or combine the two efforts.

6-5. The National Defense Strategy of the United States of America highlights the importance of developing the military capability and capacity of our partners to defend themselves and collectively meet challenges to our common interests. Developing or expanding partner security forces subdivides into tasks defined as organizing, training, equipping, rebuilding, and advising foreign security forces. In the long run, such efforts reduce the demands for U.S. forces and resources but require a significant initial investment of manpower and resources. In the short run, the attainment of U.S. objectives in a given conflict may depend more upon successfully developing host-nation forces than on any other factor. Additionally, because of their greater familiarity with local conditions, partners may be more effective in identifying and countering threats to common interests.

6-6. The large scale of support to security forces places high demands on the Army’s manpower, especially for officers and senior noncommissioned officers. Over time, these demands can strain the readiness of operational Army formations. Moreover, supporting effective and self-sustaining partner security forces requires building partner institutions that generate and sustain those forces, an area in which the generating force’s expertise is unique and unequalled. For this reason, operating forces leverage existing generating force capabilities to organize, train, equip, rebuild, and advise landpower capabilities to the maximum extent possible.

ROLES FOR SECURITY ASSISTANCE

6-7. JP 3-07.1 describes joint roles and responsibilities for security assistance. The generating force supports the development of multinational partners’ capability and capacity within the security assistance framework.

6-8. Army generating force organizations normally operate in direct support of a security assistance organization designated by the responsible Army Service component command (ASCC). Headquarters, Department of the Army (HQDA) G-3/5/7, as the Army’s lead agency for force management support and security cooperation, organizes force management activities in support of security assistance (see the discussion of force management in the next section).

6-9. U.S. Army Training and Doctrine Command (TRADOC) plays a leading role in force development and in supporting force integration conducted by operating forces. The Army G-8 also plays an important role in assessment, analysis, and force integration in support of security assistance. TRADOC’s Center for Army Lessons Learned also provides lessons learned support to multinational partners.

6-10. U.S. Army Materiel Command (USAMC) executes materiel-related Army security assistance programs. It delegates management of Army security assistance programs to the U.S. Army Security Assistance Command (USASAC), a major subordinate command of USAMC. In particular, USASAC provides total program management. This includes planning, delivery, and life-cycle support of equipment; services and training to U.S. agencies and international partners; and coproduction with them. USASAC provides the vital link to the Combatant Commanders within the Army for security assistance. Additionally, USASAC provides capability to operational commanders through embedded capability in security assistance offices.

6-11. The Deputy Assistant Secretary of the Army for Defense Exports and Cooperation, within the Assistant Secretary of the Army (Acquisition, Logistics, and Technology) (ASA(ALT)), is the Army's lead for international cooperative research, development, and acquisition (ICRDA), an important security cooperation tool. ICRDA activities include international agreements, information exchange, personnel exchanges, and bilateral and multi-lateral forums with foreign partners.

6-12. While generating force organizations can perform force management support activities on behalf of partner security forces, the long term goal always is for the partner nation to attain self-sufficiency. For this reason, host-nation officials are integrated into all force management activities to the greatest extent possible throughout the duration of the project.

6-13. Because of the range and complexity of the issues involved, planning for generating force support of security forces normally occurs in support of the Joint Strategic Capabilities Plan or theater security cooperation planning. Generating force organizations, however, remain prepared to participate in crisis action planning to ensure the smooth integration of force management capabilities into crisis resolution. Such plans constitute annexes to the overall Army supporting plan.

FORCE MANAGEMENT FOR PARTNER SECURITY FORCES

6-14. The development of partners' military capabilities most closely aligns with the generating force function of force management. Force management involves decisionmaking and activities including concept development, capabilities requirements generation, force development, organizational development, force integration functions, and resourcing. It results in the development of a capable operational force within available resources. FM 3-24 lays out the doctrine for security force development planning and provides a framework for generating force planners.

6-15. The Army derives its strength not only from the tactical capabilities of operating force formations but also from its capability to develop, maintain, and improve those capabilities over time. Most potential partners maintain some sort of army. However, many lack the institutional capacity to systematically assess their operational and strategic requirements and capabilities and to identify and remedy capability gaps. Operating forces employ the generating force's force management capabilities to develop and integrate partner capabilities and to develop partner capability for organizational force management.

6-16. Force management has two major subcomponents: force development and force integration. These are discussed at greater length in succeeding paragraphs. Briefly, force development is the determination of military requirements and associated development programs. Force integration is the translation of those designs and programs into actual military capabilities. Through reachback, Army generating force organizations conduct force development for deployed operational commanders in support of host-nation force management activities. Generating force organizations also provide deployable teams, on a temporary basis, to assist with aspects of force integration and with establishing host-nation force management institutions, policies, systems, and processes.

6-17. Force management activities in support of partner security forces typically require a much higher tempo and cover a much broader scope than normal Army force management. Force management planners may have to plan the development of an entirely new army, including its operating forces and institutions, under very compressed planning conditions. Lengthy, repetitive review processes that mitigate risks associated with the evolution of the U.S. military may impede essential progress if applied unthinkingly to developing partner security forces. For this reason, the HQDA G-3/5/7 issues instructions that identify the generating force organizations involved, assign roles, and clearly identify the constraints and limitations under which those forces have to operate.

6-18. Effective force management has long lead times. For that reason, force management support is most effective when it follows a deliberate plan, as part of the development of the Joint Strategic Capabilities Plan. This is especially true for establishing an entirely new force following a regime change.

Force Development

6-19. Force development is the determination of capability requirements for doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF). Force development includes the design of individual capabilities, defined as the means to accomplish a given mission or task decisively. It also includes their amalgamation into a comprehensive force structure capable of meeting the host nation's strategic requirements under a given set of conditions. The generating force therefore performs the following functions on behalf of operational commanders and host-nation officials.

6-20. The generating force provides independent assessment of host-nation military capabilities to meet their existing and future strategic, operational, and tactical requirements. Also, it identifies capability gaps, leading to an identification of required capabilities. This assessment can include analysis of the effects of proposed changes in capabilities on the net operational effectiveness of host-nation military forces.

6-21. The generating force develops military concepts that describe methods for employing specific military attributes and capabilities for the achievement of stated objectives. Put another way, a concept is a description of a military problem and its solution set across the DOTMLPF domains. Force developers develop concepts for partner security forces that account for local capabilities, capacity, and culture. They do this in cooperation with host-nation officials as much as possible. Few nations share common U.S. cultural values or possess the extensive human, material, and financial resources of the United States. Therefore, force developers do not simply attempt to apply U.S. concepts, doctrine, and capabilities in a foreign context.

6-22. The generating force develops appropriate doctrine on behalf of partner security forces. Concepts influence doctrine development. Host-nation military leaders normally have a firm grasp of how to operate in their operational environment. That understanding can be captured and institutionalized to improve processes for leadership, education, and collective and individual training. The generating force assists in the development of appropriate doctrine, its translation into indigenous languages, and its incorporation into education and training programs.

6-23. The generating force creates organizational designs for units and designs for supporting institutions analogous to the Army's generating force. Such designs may resemble U.S. Army modified tables of organization and equipment and tables of distribution and allowances, but the models adopted by a given nation need not be identical in format.

6-24. The generating force plans for the distribution of equipment and associated support items of equipment and personnel throughout a partner's security force. Such plans also address the personnel implications of distribution. In the U.S. Army, this is known as a basis-of-issue plan.

6-25. The generating force provides comprehensive force structure analysis and design, resulting in the most effective, affordable, and sustainable force. This analysis also includes an assessment of the strategic risk inherent therein, much like the U.S. process of Total Army Analysis.

Documenting Afghan and Iraqi Security Forces

Standardized organizational design and comprehensive databases are necessary tools in managing a force, particularly in understanding the implications of force development decisions that alter one or more aspects of DOTMLPF. As part of the effort to establish Afghan and Iraqi security forces, the U.S. Army Force Management Support Activity developed systems to allow Afghan and Iraqi police and defense officials to manage their forces. The U.S. Army Force Management Support Agency developed organizational designs and databases to aggregate them and trained Afghan and Iraqi officials in their use.

6-26. The generating force documents the host-nation force. An army is a complex array of people (each with one or more of a variety of skills) and different items of equipment. This necessitates an organized system for documenting requirements and resources authorized. This documentation allows officials to make informed decisions about the impact and costs of future changes to the force.

Force Integration

6-27. Once a force is designed, it must be built. This process is known as force integration. Force integration is the synchronized, resource-constrained execution of an approved force development program, including—

- The introduction, incorporation, and sustainment of doctrine, organizations, and equipment to create or improve landpower capabilities
- Coordination and integration of operational and managerial systems collectively designed to improve the effectiveness and capability of land forces
- Knowledge and consideration of the potential implications of decisions and actions taken within the execution process.

6-28. Force integration activities on behalf of partner security forces necessarily take place within a given joint operations area, and therefore are inherently the responsibility of operating forces. The generating force can help, however, by planning force integration activities for operational forces, by preparing operational forces to conduct force integration activities, and by providing teams to assist operating forces in the process. Figure 6-1 lists some of the generating force's force integration capabilities.

- Developing individual training standards and programs of instruction
- Developing programs for and conduct of new equipment training
- Developing curricula and designing institutions for professional military education
- Designing career models for leader development
- Developing collective training standards and strategies
- Designing, managing, and developing policies for collective training centers, if appropriate to the local situation
- Designing, developing, producing, and reproducing of training products and materials, including training aids, devices, simulators, and simulations (TADSS)
- Developing organizational design, training strategies, and programs of instruction for advisory teams
- Designing range and training facilities

Figure 6-1. Representative force integration capabilities

Advisory Capabilities

6-29. Historically, the United States has employed advisory teams to teach, coach, and mentor the leaders of partner armies. The Korean Military Assistance Group helped transform the Army of the Republic of Korea from defeat and disintegration in 1950, to an effective, powerful fighting force capable of holding its ground against superior forces in 1953.

6-30. Advising foreign forces is a core competency of special operations forces, typically at the battalion level and below. Nonetheless, the cumulative scale and scope of such efforts occasionally exceed special operations force capacity, especially with regard to large scale development efforts such as in Afghanistan and Iraq. In such cases, the Army may have to expand advisory capabilities from existing resources, accepting risk with regard to alternative capabilities.

6-31. The generating force provides these capabilities. A surge capability can develop by modifying existing operational Army organizations or developing entirely new ones, and then training, equipping, and projecting those capabilities as required. Typically, TRADOC designs the organizations and develops individual and collective training programs for implementation by U.S. Army Forces Command (FORSCOM) and operational Army formations charged with execution of the program. HQDA resources such efforts. The operational Army may also provide advisory capabilities through a unit partnering construct, with instructional assistance from the generating force.

Acquisition and Logistic Support

6-32. The acquisition and fielding of appropriate materiel capabilities is an element of force integration. The Deputy Assistant Secretary of the Army for Defense Exports and Cooperation, within ASA(ALT), coordinates the development and execution of Army ICRDA agreements with foreign partners by various

materiel development community stakeholders, including program managers, program executive officers, and USAMC's research and development laboratories and centers. USASAC provides acquisition support to partner security forces via foreign military sales. In the execution of this function, USASAC calls on all USAMC life-cycle management commands, ASA(ALT), and other DOD agencies and the industrial base.

6-33. There is more to the acquisition process than the purchase and delivery of equipment. USAMC and ASA(ALT) provide life-cycle program management. This encompasses conceptualization, initiation, design, development, contracting, production, deployment, logistic support, modification, and disposal of weapons systems and other systems supplies or services.

6-34. USAMC also provides logistic support to host-nation security forces as requested. This is done through the logistics civil augmentation program (LOGCAP) or by building national-level capability for the host nation. For example, in Iraq, USAMC is providing contract maintenance support for the Iraqi Security Forces. At the same time, it is providing employees from continental United States (CONUS) Army depots to assist in the building of Iraqi Army maintenance and supply depots.

DEVELOPING HOST NATION GENERATING FORCE CAPABILITY

6-35. Developing partners' capability to generate and manage their own force structure to meet existing and future operational and strategic challenges is often essential to U.S. strategic success. Transitioning primary responsibility for security to independent and capable host-nation forces enables the disengagement of U.S. forces from a given conflict. Developing force management capabilities within host-nation institutions and establishing effective and efficient systems and processes consistent with the cultural and organizational framework of the host nation are complex endeavors. The selective employment of deployable force management teams and the use of information technology extend the reach of U.S. institutions. This enables U.S. officials to facilitate the development of indigenous force management capability to develop, deploy, and sustain military forces effectively.

SUPPORT FOR INFRASTRUCTURE DEVELOPMENT

6-36. Generating force organizations, primarily the U.S. Army Corps of Engineers (USACE), provide significant capabilities for the repair or development, maintenance, and management of infrastructure. Generating force organizations also provide important analytical and consulting services, either based upon organic capabilities or by facilitating access to other organizations with similar missions.

REPAIR AND DEVELOPMENT OF INFRASTRUCTURE

6-37. Ideally, generating force involvement in the development of critical infrastructure begins before operations commence. Assessment and integration begin early in the planning process. Responsible organizations assess the state of a nation or region's critical infrastructure, then plan and conduct the necessary repairs to prevent the deterioration of public order.

6-38. This is primarily, but not exclusively, an engineering challenge. It is well suited to generating force capabilities for developing and repairing transportation infrastructure, power generating and distribution networks, telecommunications networks, water management, environmental engineering, and real estate management. It also includes the restoration of medical infrastructure and the considerations involved with protection standards. It may require technical reachback to generating force knowledge centers such as the U.S. Army Maneuver Support Center (Engineer and Chemical Schools) to access expertise about environment restoration and remediation of environmental hazards.

6-39. The Army does have inherent capabilities for the establishment, repair, and maintenance of critical infrastructure. The USACE is responsible for Army and DOD military construction, real estate acquisition, and development of U.S. infrastructure through the civil works program. USACE also provides technical assistance and contract support to joint forces deployed worldwide.

6-40. USACE supports engineer planning and operations through reachback and deployable forward engineering support to joint force commanders. Teams conduct engineer reconnaissance (assessments and surveys) in support of the full range of reconstruction operations. USACE provides two types of forward

engineering support teams (FESTs) to assist deployed forces with reconstruction and other basic engineering support.

6-41. The FEST-A (advanced) provides additional engineer planning capability to combatant command and ASCC engineer staff, or it deploys in support of a joint task force. Capabilities include multiple-engineer planning and design, real estate acquisition and disposal, and contracting. The FEST-A may provide an initial technical infrastructure assessment or survey, technical engineer assistance, contracting support, and real estate acquisition support.

6-42. The FEST-M (main) provides command and control of USACE teams in the joint operations area. It also provides sustained USACE engineering execution capability within the joint operations area. This team generally supports an ARFOR headquarters or a joint task force. The FEST-M provides liaison officers and USACE engineering planning modules to supported units, as required. It is a flexible, self-sustaining organization with a mission of providing USACE capabilities through forward presence and reachback for the following mission areas:

- Infrastructure engineering planning and design.
- Technical engineering expertise.
- Contract construction.
- Real estate acquisition, and disposal, protection.
- Environmental engineering.
- Geospatial engineering support.

6-43. Building indigenous capacity to sustain and manage infrastructure is a key component of reconstruction. Ultimately, host-nation officials and engineers must be able to maintain and expand their own infrastructure without U.S. assistance.

CITY MANAGEMENT

6-44. Infrastructure does not operate in a vacuum. It exists as part of a complex social and administrative system to meet the needs of a given population. Someone must pick up the garbage, and someone else must pay the garbage collectors. These types of systems differ greatly in different societies, in sophistication and societal norms. In some respects, the physical damage inflicted in the course of conflict is less important than the disruption of these types of administrative and social systems.

6-45. Army civil affairs units and military police units, elements of the operational Army, provide operating forces with the basic, general purpose capability to restore civil administration and order. USACE provides technical expertise for infrastructure management through FESTs and its reachback center. HQDA mobilizes additional expertise to cope with administration and issues specific to a given urban area.

GENERATING FORCE SUPPORT TO ESTABLISHING THE RULE OF LAW

6-46. Establishing the rule of law allows the achievement of security and facilitates the emergence of a stable and sovereign indigenous political authority. Regardless of the legal tradition involved and the host nation's constitutional arrangements, establishing the rule of law requires the impartial and efficient administration of justice, including a viable penal system.

6-47. Generating force organizations provide expertise for establishing systems of justice. This type of support includes justice systems organization, education, policies, and procedures. Support extends to creating penal systems, including assisting in their construction and administration.

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Appendix

Organizations and Their Capabilities for Operational Support

This appendix lists the principal generating force organizations and their capabilities for supporting operations. These organizations exist primarily to perform functions specified and implied by law in order to support operational Army organizations, but can also employ their capabilities to enable adaptation to the operational environment, enable strategic reach, and develop multinational partner capability and capacity. While every effort has been made to ensure the completeness and accuracy of this list, it is not exhaustive.

HEADQUARTERS, DEPARTMENT OF THE ARMY

A-1. Headquarters, Department of the Army (HQDA) is the executive part of the Department of the Army. It is the highest level headquarters in the department and exercises supervisory control over it. HQDA is composed of the Office of the Secretary of the Army, Office of the Chief of Staff, Army, the Army staff, and specifically designated staff support agencies. HQDA is critical to the provision of generating force capabilities in support of operations.

A-2. HQDA anticipates operational requirements for generating force capabilities and directs subordinate generating force organizations to develop the required capabilities. It enables the integration of those capabilities into contingency planning, crisis action planning, and ongoing operations by—

- Facilitating coordination between Army Service component commands (ASCCs) and generating force organizations during planning and during the global force management process.
- Reviewing ASCC war plans.
- Advocating the employment of generating force capabilities to support operations in the global force management process.

A-3. HQDA is critical to the adaptation of operational Army forces to the operational environment. It validates, or confirms, all significant changes to operational Army capabilities across the doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) domains. It also provides the human, materiel and financial resources required to make the necessary changes. Finally, it directs and resources the transition of successful adaptations to the rest of the force, as appropriate.

A-4. In addition to directing other organizations of the generating force to provide capabilities to support operations, elements of HQDA and their staff support agencies also provide critical capabilities to enable strategic reach and develop multinational partner capability and capacity.

- The Assistant Secretary of the Army for Manpower and Reserve Affairs and the Army G-1 anticipate operational requirements for human resource support and direct Human Resource Command in manning the force accordingly.
- The Directorate of Force Management (G-37), within the Office of the Deputy Chief of Staff for Operations and Plans (G-3/5/7) leads the force management process on behalf of partner security forces. It directs the U.S. Army Training and Doctrine Command (TRADOC) to develop the necessary force development and force integration products required to support the development of multinational partner security forces. Its U.S. Army Force Management Support Agency can finalize organizational designs and document overall force structure for partner

security forces. The G-37 leads analysis to determine the optimum force structure for partner security forces.

- The HQDA G-3/5/7's Army Asymmetric Warfare Office (AAWO) integrates military and civilian disciplines to rapidly organize, train, and equip Army formations with the inherent ability to apply and defeat asymmetric threats while simultaneously changing the culture of our Army to a mentally agile and adaptive force. The AAWO supports the joint Improvised Explosive Device Defeat Organization, and helps coordinate joint adaptation to operational problems. The AAWO's key tasks are to—
 - Serve as the global Army expert in asymmetric warfare.
 - Provide Asymmetric Warfare Group forces.
 - Assist in identification, development, and integration of countermeasure technologies.
 - Establish linkages with all internal, combatant command, and national intelligence agencies
 - Analyze asymmetric threats.
 - Observe, collect, develop, validate, and disseminate emerging tactics, techniques and procedures.
 - Support joint task force commanders and units in countering asymmetric warfare threats.
 - Provide oversight and direction of the Asymmetric Warfare Group and the Rapid Equipping Force. For more on the Asymmetric Warfare Group, see paragraphs 4-61 to 4-62. The Rapid Equipping Force, a field operating agency of the Army G-3/5/7, provides operational commanders with rapidly employable materiel solutions to enhance lethality, survivability and other aspects of protection through insertion of commercial-off-the-shelf and government-off-the-shelf and Future Force technologies while informing Army stakeholders to remain ahead of an adaptive enemy. While the Rapid Equipping Force actually commits resources in accordance with approved operational needs statements, it maintains situational awareness operational requirements through its forward deployed teams. The goal of the Rapid Equipping Force is to provide a viable materiel solution within 90 to 180 days of an identified operational need. The Rapid Equipping Force focuses on operational adaptation, and requires support from other generating force organizations to transition materiel solutions to the rest of the force when appropriate.
- The Deputy Chief of Staff for Programs (G-8), in combination with the Deputy Chief of Staff for Logistics (G-4) and the Deputy Chief of Staff for Operations and Plans (G-3/5/7) manages the disposition of equipment in support of ARFORGEN, to enable the deployment and employment of operational Army units prepared for the specific operational environment in which they will fight.
- The Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)), in close coordination with U.S. Army Material Command's (USAMC's) life-cycle management commands (LCMCs), provides system support contracting capability to the operational Army.
- The Center for Army Analysis is a field operating agency of the Deputy Chief of Staff, G-8. The mission of the Center for Army Analysis is to conduct analyses of Army forces and systems in the context of joint and combined warfighting. Operational research and systems analysis (ORSA) organizations at the center perform numerous functions in the operations analysis arena. They analyze strategic concepts and military options, estimate requirements to support Army inputs to the Planning, Programming, Budgeting and Execution System, evaluate the Army's ability to mobilize and deploy forces, evaluate Army force capabilities, design Army forces and evaluate force alternatives, develop theater force level scenarios and conduct resource analysis.

A-5. The U.S. Army Peacekeeping and Stability Operations Institute (PKSOI) is a field operating agency of the Army Staff located at Carlisle Barracks. It serves as the U.S. military's center of excellence with regard to stability operations and peace operations at the strategic and operational levels. Its purpose is to improve military, civilian agency, international and multinational capabilities and execution. PKSOI supports the generating the force in multiple phases, including shaping, stabilization, and enabling civil

authorities, as well as playing a key role in developing partner capability and capacity. PKSOF's mission includes the following tasks:

- Policy support:
 - Support the Army, Department of Defense (DOD), and other agencies of the government in their development and implementation of policies relating to stability operations and peace operations. This includes supporting the implementation of NSPD-44 and DODD 3000.05.
 - Support HQDA, TRADOC, and combatant commanders in identifying and developing DOTMLPF solutions to stability operations and peace operations gaps.
 - Assist in establishing a process to ensure current stability operations policy development informs ongoing strategic and operational planning, preparation, and execution of stability operations.
- Research and publications:
 - Conduct research and analysis and publish on key issues related to stability operations and peace operations.
 - Identify and encourage, through outreach, collaborative networking and promising research.
 - Leverage existing initiatives such as the Eisenhower National Security Series to address the emerging operational environment.
 - Assist, participate, and work in consortiums with domestic and international nongovernmental organizations (NGOs), intergovernmental organizations (IGOs), academia, research organizations and "think-tanks."
- Concepts and doctrine:
 - Shape military, interagency, and multinational concept and doctrine development processes to address stability operations and peace operations.
 - Assist in the development of concepts, doctrine, and organizational practices based on emerging thought in current and future operational environments.
 - Provide and coordinate technical review to the proponents of existing and emerging doctrine to identify gaps and propose fixes.
 - Work in partnership with military, U.S. government civilian, international, and multinational organizations to enhance exchange of information and influence concepts, doctrine, and organizational practices.
 - Promote the integration of stability operations and peace operations doctrine into education, training, and execution.
 - Assist in incorporating stability operations and peace operations in joint, interagency, intergovernmental, and multinational experimentation.
- Security and rule of law reform:
 - Assist in the development of models for re-establishing a nation's post-conflict security and rule of law systems in non-permissive and semi-permissive environments.
 - Assist in development of programs and systems which promote a proactive, pre-intervention, approach to security and rule of law systems in fragile nation-states.
 - Conduct outreach to DOD, multiagency and international organizations and reachback from deployed elements to assist in the development of security and rule of law reform.
 - Provide subject matter experts to assist in predeployment preparation for all government agencies.
- Training and education:
 - Advise and assist with the development and incorporation of stability operations and peace operations into the curriculum of Service, joint, and civilian agency education.
 - Facilitate the development and refinement of U.S. government DOD/civilian agency policies and guidance that support integrated stability operations and peace operations training.
 - Assist the development of educational procedures, processes, and coordination mechanisms that support integrated learning opportunities. Assist in the creation of formal procedures that

harmonize training programs by linking U.S. agencies', IGOs', NGOs', multinational organizations', and private sector organizations' institutional training bases.

- Assist in the development of integrated U.S. government training programs to fill identified training gaps.
- After action review/lessons learned:
 - Support the development and implementation of policies/guidance that facilitate the collection, analysis, and dissemination of integrated lessons learned at the strategic and operational levels.
 - Assist existing lessons learned organizations to expand processes and products including the strategic and operational level of stability operations and peace operations.
 - Assist in the development of lessons learned capabilities across U.S. military and U.S. government civilian agencies, IGOs, NGOs, and private sector organizations.
- Civil military integration:
 - Advise, assist, and provide subject-matter expert support to enhance the integration of the civil and military effort across the U.S. government and internationally in support of stability operations and peace operations.
 - Assist in the development of civilian-military teams and their support systems that can effectively support re-establishment of basic infrastructure, economic, public service and governance systems in a post-conflict non-permissive or semi-permissive environment.
 - Develop alternative infrastructure rehabilitation strategies with government partners.
 - Assist in the establishment of processes and procedures for developing a common set of measures of effectiveness.
 - Support the understanding and coordination of non-DOD and multi-agency capacities within the DOD.
- Operational integration:
 - Advise and assist geographic combatant commands (GCCs) with an interagency approach for the development of Operation Plans/Contingency Plans.
 - Assist interagency, Joint Forces Command, Service, and multinational experimentation and predeployment exercises in concept development and exercise design, coordination of subject matter external support, and participation.
 - Support the development of a network for information sharing and assist in providing products to stability operations and peace operations practitioners.
 - Advise and assist GCCs, civilian agencies, multinational organizations, NGOs, and IGOs in the identification of deployment requirements for teams that support stability and peace operations.

U.S. ARMY FORCES COMMAND

A-6. U.S. Army Forces Command (FORSCOM) trains, mobilizes, deploys, sustains, transforms and reconstitutes conventional forces, providing relevant and ready landpower to Combatant Commanders world wide in defense of the nation both at home and abroad. FORSCOM serves as Army force provider in the global force management process. It recommends sourcing solutions that include generating force capabilities to Combatant Commander capabilities requirements. FORSCOM configures assigned operational Army forces for employment, and prepares them for the specific operational environment and mission in which they will be employed, to include the planning and execution of mission readiness exercises and mission rehearsal exercises, as well as the maintenance and employment of an exportable training capability.

U.S. ARMY TRAINING AND DOCTRINE COMMAND

A-7. The mission of TRADOC is to recruit, train, and educate the Army's Soldiers; support training in units; develop doctrine; establish standards; and build the future Army. TRADOC can continue to provide this support to operating forces even while they are conducting operations. TRADOC assists operating

forces in integrating new capabilities and in otherwise adapting to the operational environment, as well as transitioning successful adaptations to the rest of the Army. It can also support security force assistance, in particular force design for those forces and their supporting institutions. TRADOC support is provided primarily through its major subordinate commands and field operating agencies.

THE ARMY WAR COLLEGE

A-8. The Army War College prepares selected military, civilian, and international leaders for the responsibilities of strategic leadership; educates current and future leaders on the development and employment of landpower in a unified action, researches and publishes on national security and military strategy, and engages in activities that support the Army's strategic communication efforts. The Army War College can provide capabilities to combatant commanders to support the development of strategic-level professional military education that is focused on theory, concepts, and systems as applied to national security, strategy, decisionmaking, and conflict analysis. The Army War College can perform related functions to support the development of partner strategic professional educational programs and to develop partners' indigenous senior leader capabilities.

U.S. ARMY CAPABILITIES INTEGRATION CENTER

A-9. The U.S. Army Capabilities Integration Center (ARCIC) designs, develops and integrates all aspects of the force, from concept to capability development, in a joint operational environment. It develops and integrates joint and Army concepts, architectures and DOTMLPF capabilities; validates science and technology priorities; and leads experimentation. It also synchronizes and integrates Army capabilities with those of joint, interagency and multinational partners. ARCIC capabilities for operational support lie primarily in the areas of enabling adaptation to the operational environment and developing partner capability and capacity. Specific capabilities are described below:

- ARCIC develops concepts. In brief, a concept is a statement of a military problem and solution across the DOTMLPF domains. The solutions identify required military capabilities.
- ARCIC conducts experimentation. Experimentation is the focused, disciplined, multi-disciplinary exploration of related sets of military problems and their potential solutions under controlled conditions, with the results subject to verification and analysis. Experiments can help identify the effect of changes in the environment upon the efficacy of military capabilities, the ability of an existing or proposed military capability to cope with a given set of circumstances, or to demonstrate the efficacy of a military capability. In short, an experiment is an exploration of how well a given capability will work in a particular set of circumstances.
- ARCIC determines requirements. Simplified, a requirement is a statement of what a military force will need to perform its mission. It lays out in concrete terms the DOTMLPF attributes and qualities of a solution set that make up a given capability, as well as the number and kind of capabilities that are required for a force to perform its mission.
- ARCIC develops and manages operational architectures. An operational architecture describes how entities within a system (for example, units and headquarters) relate to one another, and the types of information required to support those relationships. Operational architectures inform the development of command and control capabilities.
- ARCIC supports modeling and simulation: ARCIC can coordinate, direct, and focus the employment and development of modeling and simulation capabilities to explore particular military problems and their solutions, either in support of concept development, capability development, or actual operational problems.
- ARCIC identifies science and technology solutions. ARCIC helps identify the most promising science and technology solutions to particular operational problems.
- ARCIC transitions new capabilities to the force. ARCIC enables the accelerated integration of capabilities (both materiel and nonmateriel) to the current force, in conjunction with the Rapid Equipping Force, U.S. Army Research, Development, and Engineering Command (RDECOM) and other generating force organizations. Based on a comprehensive analysis of operational needs statements, combatant commander integrated priority lists, and lessons learned developed

by the Center for Army Lessons Learned (CALL), ARCIC develops capabilities for integration across the force, with an emphasis on those that can be delivered within eighteen months. ARCIC plays an especially important role in integrating successful operational adaptations to the larger Army and into the design of the future force.

- ARCIC manages studies and analysis. It can coordinate, direct and focus analytical capabilities from across the Army, defense agencies, the joint, interagency and multinational community, and the academic and commercial sector on problems and issues at the tactical and operational levels of war, in support of concept development, capability development, or ongoing operations.
- ARCIC manages international activities. It manages and coordinates TRADOC international activities to synchronize the exchange of multinational DOTMLPF information with multinational partners to enhance current and future operational capabilities in support of U.S. security cooperation activities.
- ARCIC influences the development of other service doctrine and capability. It is responsible for integrating Army needs into joint, allied, multinational, interagency, and multi-service doctrine.

DEPUTY CHIEF OF STAFF FOR INTELLIGENCE

A-10. The TRADOC G-2 is the central organization in TRADOC responsible for maintaining cognizance of the operational environment for DOTMLPF in both a general perspective (opposing force program) and a specific perspective relative to ongoing military operations in a theater. The TRADOC G-2 develops and maintains the theoretical construct for the operational environment as embodied in current doctrine and uses the construct as tool to provide relevant products to support training and force development. Within TRADOC, the G-2 is the proponent for the contemporary operational environment (COE).

TRADOC ANALYSIS CENTER

A-11. The TRADOC Analysis Center produces relevant, credible operations analysis to inform key decisions vital to the Army, directly impacting current and future force operations. The center's research and analytical products enable TRADOC and the Army to decide how to change, invest in change and conduct operations. It develops and applies the Army's standard models and simulations and family of standard scenarios at the tactical and operational levels. It also researches, develops and shares new analytic methods and modeling applicable to current forces and future concepts. It provides operations analysis, reachback support and analysts to operating forces.

THE U.S. ARMY ACCESSIONS COMMAND

A-12. The command provides integrated command and control of recruiting and initial military training for the Army officer, warrant officer, and enlisted forces. It can assist host nations in designing and implementing indigenous recruiting and initial military training programs for their enlisted and officer forces.

COMBINED ARMS CENTER

A-13. The Combined Arms Center provides leadership and supervision for leadership and professional military and civilian education; institutional and collective training; functional training; training support; battle command; doctrine; collection, analysis, and integration of lessons learned; and specified areas commanding general, TRADOC designates in order to serve as a catalyst for change to support developing relevant and ready land formations with campaign qualities in support of the joint force commander. The Combined Arms Center can support combatant commanders with responsive professional military education, functional training, and training support in the theatre of operations. It also leads the time sensitive adaptation of Army doctrine to specified operational environments. This center also supervises CALL.

COMBINED ARMS SUPPORT COMMAND

A-14. The Combined Arms Support Command provides leadership, supervision, and integration of concepts, doctrine, organizational/force design, materiel development, unit and collective training leader development and professional military education, Soldier requirements, and facilities for generating force capabilities. It develops, prepares for, and integrates logistic and personnel services into ongoing and future operations in the areas of concepts, doctrine, organizational/force design, materiel development, unit and collective training leader development and professional military education, personnel/Soldier requirements, and facilities in support of the joint force commander, as directed by the Commanding General, TRADOC. This command provides functional logistic training and training requirements in support of ongoing operations, performing rapid adaptation of doctrine and training products specific to the changing operational environment. It directly supports the transformation of the operational Army. It supports deploying and redeploying units by performing site visits, providing training teams, and lessons learned teams to ensure operating forces are trained and equipped commensurate with their mission. The Combined Arms Support Command works to ensure the relevancy of the Army in the future by coordinating logistic and personnel service requirements across the services and allied community to develop future concepts and ensure future interoperability.

A-15. The Acquisition, Logistics, and Technology-Futures Office, located at command headquarters, is responsible to develop and integrate ALT related concepts, doctrine, organizational/force design, materiel development, unit and collective training leader development and professional military education, and Soldier requirements. The ALT-Futures Office closely integrates its actions with this command, other TRADOC organizations, MEDCOM as well as other Army and joint organizations. Additionally, the ALT-Futures Office works very closely with USAMC and other organizations responsible to execute ALT operations in support of the operational Army

U.S. ARMY MEDICAL DEPARTMENT CENTER AND SCHOOL

A-16. The U.S. Army Medical Department Center and School performs force development functions for the medical force. In addition to providing the traditional educational and training base for our Soldiers, it focuses on providing support to current operations by developing exportable or web-based training products to bridge identified training gaps based on lessons learned and after action reports. Its personnel perform site visits with units deploying to or redeploying from an operational area to ensure the unit personnel have all of the appropriate resources necessary for mission accomplishment. New equipment training teams and new organization training teams are fielded to enhance the incorporation of new equipment into units (such as the chemically biologically protective shelter and to facilitate the transformation of units to the new modular force. Combat and materiel developers ensure the most modern and effective medical equipment is issued to deploying units through the rapid fielding initiative as was accomplished for the improved first aid kit in Operation Iraqi Freedom. Further, doctrinal products are rapidly researched, produced, and disseminated to fill doctrinal voids for the employment of new organizational designs and new missions (such as medical support to detainee operations).

U.S. ARMY CHAPLAIN CENTER AND SCHOOL

A-17. The U.S. Army Chaplain Center and School provides unique support in the specific areas of world religions expertise, data collection, lessons learned, and comprehensive religious support issues to the Operating Force. Both the Office of the Chief of Chaplains and the school provide recruiting, accessioning, training, placement, mobilization, and demobilization generating force support

U.S. ARMY MATERIEL COMMAND

A-18. The USAMC equips and sustains the Army. The USAMC mission is to provide logistics, technology, acquisition support, and selected logistic support to Army forces as well as USAMC related common support to other Services, multinational and interagency partners. Capabilities of USAMC are as diverse as the functions of the USAMC major subordinate commands and separate reporting agencies.

A-19. This mission is accomplished principally through national-level maintenance and supply programs managed and executed by the LCMCs. These USAMC LCMCs include USAMC staff as well as related ASA(ALT) program executive officer (PEO) and program manager (PM) offices. Together, these LCMC USAMC and ASA(ALT) elements work to ensure support for fielded weapon systems and equipment for their entire life cycle. PEO and PM staffs often work in the same office or on the ground in the field along with USAMC LCMC item managers and other technical support personnel. The succeeding paragraphs discuss the role of USAMC's major subordinate commands in supporting ongoing operations.

U.S. ARMY TANK AND AUTOMOTIVE COMMAND LCMC

A-20. This command develops, acquires, fields, and sustains Soldier and ground systems for the operational Army through the integration of effective and timely acquisition, logistics, and cutting-edge technology. It, along with its imbedded ASA(ALT) PEO/PM organizations, provides significant technical support capabilities to deploying and deployed Army forces. This technical support is provided in the form of forward presence, call-forward and technical reachback support. Forward presence and call-forward support includes both system support contractor and logistic assistant representative support. Technical reachback support is provided from both the command elements as well as ASA(ALT) PEO/PM offices. PEO/PM technical reachback support often includes support directly from the system manufacturer, especially for newly fielded systems. The Tank and Automotive Command LCMC provides acquisition support of billions of dollars of commodity end items, spare parts, and supplies for more than a thousand different U.S. and Allied weapons systems. It also overhauls, modernizes, and repairs millions of pieces of commodity Army equipment from the tactical command. Support to deploying and deployed forces is coordinated through the Army Sustainment Command and is executed under the control of the supporting Army field support brigade (AFSB).

JOINT MUNITIONS AND LETHALITY LCMC

A-21. The Joint Munitions and Lethality LCMC's mission is to execute integrated life-cycle management through a team of professionals who provide effective, available, and affordable munitions and lethality for the joint force. It is comprised of the Joint Munitions Command, the Program Executive Officer for Ammunition and the U.S. Army Armament, Research, Development, and Engineering Center, both at Picatinny Arsenal, NJ. It facilitates product responsiveness, minimizes life-cycle costs, and enhances the effectiveness and integration of acquisition, logistics, and technology to deliver the best munitions in the right place, at the right time, at the right cost.

- The Joint Munitions Command, a major subordinate command of USAMC, is the readiness and logistic arm of the LCMC and serves as field operating activity for the single manager for conventional ammunition. Munitions readiness analysis and logistic support are the major competencies of the Joint Munitions Command including planning, execution and control of the movement, storage, transportation, asset positioning, maintenance, inventory, accountability, surveillance, inspection, and disposition of Class V munitions. It also manages the Army's eighteen ammunition production plants and storage depots as well as the Defense Ammunition Center. The Defense Ammunition Center provides engineering, demilitarization technology, logistics, training, and explosives safety support. It manages the quality assurance specialist (ammunition surveillance) career program; providing personnel as needed as part of the AFSBs.
- The Program Executive Office for Ammunition, a subordinate element of the ASA(ALT), develops and acquires conventional and leap-ahead munitions to increase the combat firepower of the joint force. Through its four project management offices, PEO for Ammunition executes the total ammunition acquisition requirements of the Army and other military services. The PEO for Ammunition serves as the executor for the single manager for conventional ammunition and, supported by the Joint Munitions Command and the Armament, Research, Development, and Engineering Center, is responsible for the life-cycle management, acquisition, system development, and production base management and modernization.
- The Armament, Research, Development, and Engineering Center is the Army's center of excellence for research, technology development and sustainment of current and future armament and munitions systems. It provides life-cycle engineering for armaments and

munitions in support of the Army, Air Force, Navy, Marines, Coast Guard, Special Operations Forces, and a number of non-DOD agencies. One of eight technical centers of USAMC's Research, Development and Engineering Command, the Armament, Research, Development, and Engineering Center improves fielded items, develops new ones, maintains a strong technology base and provides rapid support to the Soldier in the field.

- The integration of the people, infrastructure and processes of these components make possible the Joint Munitions and Lethality LCMC's vision of battle space dominance for the warfighter through superior munitions.

U.S. ARMY SUSTAINMENT COMMAND

A-22. This command is the key logistic organization in the Army. It coordinates (national sustainment base) support to the operational Army. It provides effective planning, resource, materiel management, contractor support, distribution management in accordance with the need of the operational Army. It is the single continental United States (CONUS) Army logistic integrator which uses the Corps theater automated data processing service center and the logistic information warehouse interfaces to provide both time sensitive materiel management to maintain the logistic portion of the common operational picture. The Army Sustainment Command accomplishes this challenging mission through close coordination with other USAMC and other national level sustainment and distribution organizations such as Defense Logistics Agency and U.S. Transportation Command and the deployable theater sustainment commands. It supports operating forces through its deployable AFSBs and contracting support brigades (CSBs). In addition to the AFSBs, the Army Sustainment Command has a logistic support element with each Division and a brigade logistic support element with each maneuver brigade combat team and aviation brigade.

U.S. ARMY RESEARCH, DEVELOPMENT, AND ENGINEERING COMMAND

A-23. RDECOM provides science and technology solutions that enable the Army to transform and become more operationally effective across the full spectrum conflict. Integrating technology across the Army, DOD, industry and academia, RDECOM rapidly transitions state of the art technology to the force. RDECOM develops supplies and equipment from combat rations, clothing, battledress, to weapons, vehicles, and future combat systems for the force. When deployed, RDECOM elements are attached to the supported AFSB. Additionally, RDECOM has Science and Technology Advisors embedded at most major Army and Joint Commands.

U.S. ARMY SECURITY ASSISTANCE COMMAND

A-24. USASAC manages Army security assistance that provides total program management, including planning, delivery, and life cycle support of equipment, services, and training to, and co-production with U.S. multinational partners. Negotiate and implements co-production agreements; serves as proponent for Army security assistance information management and financial policy and provides logistic procedural guidance to the Army security assistance community. USASAC, with the LCMCs, ensures transfer of defense articles and services to international and friendly foreign governments to promote the sharing of common burdens and build allied capabilities for self defense and multinational operations. For additional information see AR 12-1 and AR 12-7.

U.S. CHEMICAL MATERIALS AGENCY

A-25. This agency provides safe, secure storage of chemical stockpiles and recovered chemical warfare material. It is responsible for destroying chemical warfare materials. It is the leader in the field of protective mask fabrication and is the Army's facilitator for the repair and rebuild of chemical protective masks and breathing apparatus.

LOGISTICS SUPPORT ACTIVITY

A-26. The Logistics Support Activity is a separate reporting activity within USAMC that provides logistic information and management support to the Department of the Army and other services in the broad areas

of logistic mission readiness and assistance, integrated logistic support, materiel distribution management, procedures and systems, packaging, storage and containerization policy and procedures, data management and distribution; logistic intelligence, life-cycle support, and technical advice and assistance to the force. The Logistics Support Activity provides logistic information to deploying and deployed forces that includes equipment readiness, distribution pipeline performance analysis, and asset visibility for timely and predictive decision making.

THE COMMUNICATIONS-ELECTRONICS LIFE-CYCLE MANAGEMENT COMMAND

A-27. The Communications–Electronics LCMC develops, acquires, fields and sustains Army communications systems. It provides significant technical support capabilities to deploying and deployed Army forces. This technical support is provided in the form of forward presence, call-forward and technical reachback support. Forward presence and call-forward support includes both system support contractor and logistic assistant representative support. Technical reachback support often includes support provided by the system manufacturer, especially for newly fielded systems. Communications–Electronics LCMC support to deploying and deployed forces is coordinated through the Army Sustainment Command and is executed under the control of the support AFSB.

AVIATION AND MISSILE LIFE CYCLE MANAGEMENT COMMAND

A-28. This command develops, acquires, fields, and sustains aviation, missile and unmanned vehicle systems, ensuring system readiness with seamless transition to operations. The LCMC transitions science and technology into aviation, missile and unmanned vehicle systems and manages industrial depot operations for aviation, missile, and unmanned vehicle systems and manages industrial depots at Letterkenny and Corpus Christi, as well as industrial operations at the Aviation Center Logistics Command in Ft. Rucker, Alabama.

MILITARY SURFACE DEPLOYMENT AND DISTRIBUTION COMMAND

A-29. This command is the ASCC to the United States Army Transportation Command (TRANSCOM) and operates sea ports of embarkation and debarkation. It provides global surface transportation and traffic management services to meet national security objectives in peace and war. It acts as a liaison between government shippers and commercial carriers. This command is responsible for the establishment and maintenance of contracts, solicitations and agreements with the carrier industry to deploy and distribute DOD supplies, personal property and personnel worldwide. Additionally, it leads the development of software applications to manage transportation movements.

U.S. ARMY CORPS OF ENGINEERS

A-30. The U.S. Army Corps Engineers (USACE) provides engineering, construction, and environmental management services for the Army, other Services, other assigned U.S. government agencies, and foreign governments. Some of the frontline services provided by USACE include base camp construction and master planning, antiterrorism/force protection, protective design, utility assessment and repair, contingency airfields, tactical military hydrology, rapid mapping, reconnaissance of infrastructure (assessments and surveys), bridge assessment, repair, and other support. These services are provided by a variety of entities, including forward engineering support teams (FESTs), contingency real estate support teams, and USACE overseas districts and field offices. USACE also provides a wealth of technical expertise and analytical capabilities through reachback from its supporting agencies, including—

- U.S. Army Engineer Research and Development Center consists of seven laboratories and is one of the most diverse engineering and scientific research organizations in the world. Research projects include facilities, airfields and pavements, protective structures, sustainment engineering, environmental quality, installation restoration (cleanup), compliance and conservation, regulatory functions, flood control, navigation, recreation, hydropower, topography, mapping, geospatial data, winter climatic conditions, oceanography, environmental impacts, and information technology.

- The Transatlantic Programs Center provides quality, responsive engineering services to deployed U.S. military forces, other U.S. government agencies, and friendly foreign defense forces. Under U.S. DOD auspices, the work is carried out in the Middle East, Africa, and Russia.
- U.S. Army Engineering and Support Center, Huntsville, which supports very specialized missions that require unique technical expertise in programs that are generally national or very broad in scope. The center supports tasks that require a centralized management structure, integrated facilities or systems that cross geographic division boundaries; and tasks that require commonality, standardization, multiple-site adaptation or technology transfers. Major programs include chemical demilitarization, installation support, removal and disposal of unexploded ordnance, and the Theater Construction Management System.

NETCOM/9TH SIGNAL COMMAND (ARMY)

A-31. U.S. Army Network Enterprise Technology Command/9th Signal Command (NETCOM/9th SC(A))'S mission is to execute globally based and expeditionary communications capabilities to enable joint and multinational command and control, leveraging the information grid to ensure extension and reachback capabilities to the operational Army; while operating, engineering, transforming and defending the Army's LandWarNet enterprise across the entire spectrum of conflict. NETCOM/9th SC(A) is a generating force headquarters that leverages other organic and direct support generating force organizations to generate and sustain signal support to operational Army forces. NETCOM 9th SC(A) supports Geographical Component Commanders (GCCs) and their respective ASCC commander directly with brigade sized elements or through one of the signal commands (theater). In either scenario, the brigade commander or the signal command (theater) commander, serving as the ASCC G-6, positions and organizes the signal forces that support the theater.

A-32. In addition to robust expeditionary and operational base forces, NETCOM/9th SC(A) operates and defends the LandWarNet through a tiered network operations (NETOPS) construct. These NETOPS capabilities are managed as part of the operational force. At the top of the tier is the Army Global Network Operations and Security Center, which is the entry point for joint task force global network operations and the Army leadership for execution of NETOPS for NETCOM/9th SC(A). The second tier of the NETOPS construct includes Theater Network Operations and Security Centers that operate, manage and defend their portion of the LandWarNet and provide situational understanding to their respective theater Combatant Commander/Army Service Component Commander. The Army Global Network Operations and Security Center is an essential sub-element of NETCOM/9th SC(A). Its mission is to develop and disseminate LandWarNet situational understanding by collecting and maintaining near real-time status information on vital LandWarNet resources, networks, information systems, and intratheater gateways. Its primary mission focus centers on LandWarNet operational compliance, management, and defense. It is integrated with the 1st Information Operations Command Army Computer Emergency Response Team to create a consolidated NETOPS Center and each Theater Network Operations Center integrated with a Regional Computer Emergency Response Team.

A-33. Enterprise Systems Technology Activity is NETCOM/9th SC(A)'s subordinate and is responsible for planning, engineering, and installing enterprise networks throughout the LandWarNet. It develops, implements, and enforces enterprise systems management processes and activities required to operate, defend and manage the LandWarNet and Army interfaces with the Global Information Grid (GIG). Other functions this activity accomplishes are—

- Coordinates external requirements with the HQDA staff and chief information officers for Army Commands, ASCCs, and direct reporting units.
- Establishes enterprise systems management and information assurance policies and procedures, and executes necessary actions to ensure common user services within a secure NETOPS framework across the LandWarNet enterprise.
- Provides operational policy and functional staff oversight for enterprise system management operations to CONUS installation directorates of information management and regional chief information officers.

- Assesses, develops, staffs, and manages enterprise systems management functional proponent requirements and service level agreements for the LandWarNet.
- Conducts testing, evaluation, and architectural review of operational architectures to ensure that new systems facilitate technological compliance. Ensures all capabilities fielded within LandWarNet conform to established standards, practices, and procedures.
- Provides technical expertise to execute long-haul and base communications programs.
- Provides oversight of all Army activities related to the allocation, allotment, and assignment of RF spectrum.

A-34. NETCOM/9th SC(A) is also the executive agent for critical no-fail missions in support of the Office of the President and the DOD.

HEADQUARTERS, U.S. ARMY INTELLIGENCE AND SECURITY COMMAND

A-35. Headquarters, U.S. Army Intelligence and Security Command (INSCOM) synchronizes the operations of all INSCOM units to produce intelligence in support of the Army, combatant commands, and the national intelligence community. INSCOM responds to taskings from national and departmental authorities for signals intelligence (SIGINT), human intelligence, counterintelligence, imagery intelligence, measurement and signature intelligence, technical intelligence, electronic warfare, and information operations. INSCOM provides USC Title 50 National Intelligence Program support to combatant commands and Army organizations.

A-36. INSCOM possesses the following capabilities that can support operations:

- Project Foundry: Provides target/area of responsibility immersion training to enhance the military intelligence technical skills for designated Soldiers assigned to tactical units prior to deployment.
- Technical Surveillance Countermeasures Certification Program: Serves as executive agent for the certification program.
- DOD Contract Linguist Program: Serves as executive agent for the contract linguist program.
- Sensor Programs: Fields and trains personnel in gaining units on purpose-built measurement and signature intelligence and SIGINT sensors for use in the area of responsibility.
- Security Clearance Adjudication: Grants, denies or revokes security clearances and determines eligibility of sensitive compartmented information access for the total Army.
- SIGINT: Provides the SIGINT interface between tactical military intelligence units and the national SIGINT System.
- Computer Forensics: Provides subject matter expertise in specialized computer forensics to retrieve lost, compromised, or destroyed data.
- Computer Network Operations: Conducts planning, resourcing, and capabilities development of all aspects of computer network attack and computer network exploitation; and in coordination with NETCOM, manages facets of Army computer network defense.
- Serves as the combat developer and training developer for strategic signal intelligence, information security, computer network operations capabilities, and INSCOM sole-user intelligence and electronic warfare systems; responsible for formulating doctrine, concepts, organization, materiel, and training aids, devices, simulators, and simulations requirements and objectives; prioritizes materiel needs; and coordinates with the materiel developer on INSCOM sole user systems, SIGINT and computer network operations capabilities.
- Conducts counter-intelligence scope polygraphs and screening activities in support of Army units worldwide.

U.S. ARMY RESERVE COMMAND

A-37. U.S. Army Reserve Command is a direct reporting unit to HQDA. It exercises command and control over all Army Reserve forces based in the CONUS and provides significant support to Army Reserve units

based outside CONUS in Hawaii, Guam, American Samoa and in Europe. The Army Reserve forces in CONUS include both operational Army and generating force capabilities. Operating forces include the following:

- Deployable support and sustainment units and Soldiers.
- Deployable operational and functional commands.

Army Reserve generating forces include the following:

- Regional Readiness Sustainment Commands that provide base operations and administrative support to units within one of four CONUS regions.
- Training support organizations that provide individual and collective training, leadership, and education opportunities for Soldiers and units for all three components of the Army.

A-38. The Army Reserve is no longer a strategic reserve, but rather is an integral part of the operational Army. Army Reserve generating force units have clearly demonstrated that they can deploy into a joint operations area to apply their generating force capabilities in an operational environment and in support of operational objectives, thereby expanding the reach of the operational Army. These capabilities can be applied across full spectrum operations either in a training status or in a mobilized status in support of contingency operations.

U.S. ARMY MEDICAL COMMAND

A-39. U.S. Army Medical Command (MEDCOM) is responsible for providing health service support for modernization, deployment, sustainment, and demobilization of Army forces. It provides—

- Medical, dental, and veterinary capabilities to the Army and designated DOD activities.
- Conducts medical research, materiel development, and acquisition.
- Educates and trains personnel.
- Develops medical concepts, doctrine, and systems to support Army healthcare delivery.

A-40. MEDCOM will simultaneously maintain the capability to provide continuity of patient care, while ensuring it retains the capability to care for patients returning from theaters. MEDCOM also provides individual Army Medical Department training and medical materiel, research and development support to support the Army mobilization force. The MEDCOM will expand the health care base in CONUS to support the mobilizing Army force and casualties returning from theaters. The MEDCOM ensures that medical treatment facilities, to include dental and veterinary activities, coordinate their support plans with the installation's mobilization plan. Additionally, the MEDCOM is responsible for the medical/dental portion of Soldier readiness processing for the mobilized Army force. The MEDCOM and its subordinate units provide:

- Special medical augmentation response teams. These teams are organized by their regional medical commands and other subordinate organizations to provide consultation and advise in the following areas: trauma/critical care; nuclear, biological, and chemical incidents; stress management; medical command and control, communications, and telemedicine; pastoral care; preventive medicine/disease surveillance; burn; veterinary; health systems assessment and assistance; aeromedical isolation; and occupational and environmental health surveillance. MEDCOM also has the capability to field logistics special medical augmentation response teams to provide assistance to deploying forces.
- Regional medical commands and home station/mobilization site installation medical treatment facilities. To ensure that the health care delivery system is transparent and seamless, the deployed medical service corps commander must have the ability to coordinate a Soldier's individual health care needs through the theater force health protection system and to the facilities providing definitive and rehabilitative care in the CONUS-support base. Additionally, regional medical commands and installation medical treatment facilities and/or other medical facilities are a crucial link in sustaining the longitudinal medical record of each Soldier to ensure data from all medical encounters is captured and documented, that health assessments are accomplished prior to and after deployments, thereby facilitating the development of accurate and comprehensive medical treatment plans as required, and enhancing the medical readiness of

our force projection Army. The regional medical commands and installation medical treatment facilities also provide the professional filler system from which medical personnel are assigned to MEDCOM medical treatment facilities to maintain their medical proficiency on a daily basis by working in the clinics and hospitals of the generating force, and deploy with field medical units within the operational Army as required.

U.S. ARMY DENTAL COMMAND

A-41. The Dental Command provides the requisite control and focus to promote dental health, to sustain and maintain dental operations, to enhance dental readiness, and to provide highly trained dental professionals to the deployed force through the professional filler system.

U.S. ARMY VETERINARY COMMAND

A-42. This organization provides military veterinary services in support of MEDCOM and DOD missions in their area of responsibility. The Veterinary Command assures the readiness of the command and deploys individual and unit professional filler system personnel. Its responsibilities include food safety and quality assurance, care of government-owned animals, and animal disease prevention and control.

U.S. ARMY MEDICAL RESEARCH AND MATERIEL COMMAND

A-43. This organization's mission is to project and sustain a medically protected force and to enhance medical care to the deployed Soldier by leveraging medical solutions. The deployed medical commander and staff must be cognizant of the clinical and research capabilities encompassed by this diverse organization and its subordinate commands in order to gain the insights into emerging technologies and medical materiel improvements and innovations to include investigational new drugs in order to identify, respond to, and counter unique health threats encountered in the deployed setting.

THE U.S. CENTER FOR HEALTH PROMOTION AND PREVENTIVE MEDICINE

A-44. This center provides worldwide scientific expertise and services in clinical and field preventive medicine, occupational and environmental health, health promotion and wellness, epidemiology and disease surveillance, toxicology, and related laboratory sciences. It can deploy task organized teams in a variety of specialties.

U.S. ARMY INSTITUTE OF SURGICAL RESEARCH

A-45. This institute is dedicated to both laboratory and clinical trauma research. Its mission is to provide requirements-driven combat casualty care medical solutions and products for injured Soldiers from self-aid through definitive care across the spectrum of conflict; and to provide state-of-the-art trauma, burn, and critical care to DOD beneficiaries around the world.

U.S. ARMY MEDICAL RESEARCH INSTITUTE FOR CHEMICAL DEFENSE

A-46. This institute develops medical countermeasures to chemical warfare agents and trains medical personnel in the medical management of chemical casualties.

U.S. ARMY MEDICAL RESEARCH INSTITUTE FOR INFECTIOUS DISEASES

A-47. This institute conducts research to develop strategies, products, information, procedures, and training programs for medical defense against biological warfare threats and naturally occurring infectious diseases that require special containment. It is the lead medical research laboratory for the U.S. Biological Defense Research Program. The Institute plays a key role in the national defense and in infectious disease research as the largest biocontainment laboratory in the DOD for the study of hazardous diseases.

U.S. ARMY MEDICAL MATERIEL CENTER—EUROPE

A-48. This center provides the entire spectrum of medical logistic support as the single medical logistic manager for the European Command and out of sector support to the Department of State Humanitarian Assistance Program, the U.S. Central Command in southwest Asia, Central Asia, and portions of Africa.

U.S. ARMY MEDICAL MATERIEL DEVELOPMENT AGENCY

A-49. This agency is the designated Program Manager for combat medical systems. It develops and fields medical products for the U.S. Armed Forces in conjunction with the U.S. Army Medical Department Center and School. It assists in protecting and preserving America's sons and daughters serving in the nation's Armed Forces by providing new drugs, vaccines, and medical devices. This enhances readiness, ensures the provision of the highest quality of medical care to the DOD, and maximizes the survival rate for medical casualties on the battlefield.

ARMY RESERVE—MEDICAL COMMAND

A-50. Coordination with Army Reserve—Medical Command is required to achieve a high level of integration between the active Army and Reserve Component assets. Over 66 percent of the Army Medical Department's force health protection assets lie within the Reserve Component force structure. The distribution of future force capabilities between the active Army and the Army Reserve must support strategic reach as well as maintain strategic health service support reserves for extended campaigns and multiple global engagements. By and large, contingency response requires some Reserve Component forces with unique complementary capabilities maintained at the same level of readiness as the active Army. Simultaneously, the force health protection Reserve Component assets must include capabilities that mirror those of the active force for expansibility, but which may be afforded additional response time prior to commitment.

U.S. ARMY TEST AND EVALUATION COMMAND

A-51. This command's mission is to plan, conduct and report the results of tests, simulations, experiments and evaluations to decision makers to ensure that our Army's Soldiers have the right capabilities for success across the entire spectrum of operations. In addition to the regular mission, the U.S. Army Test and Evaluation Command performs rapid testing in direct support of the current operations to determine the capabilities and limitations of untested weapon systems issued directly to Soldiers in combat operations.

U.S. ARMY CRIMINAL INVESTIGATION COMMAND

A-52. This command conducts criminal investigations of felony crimes in which the Army has an interest. It provides investigative support to the Army. Felony criminal investigation requires complete investigative independence and absolute objectivity and integrity in the manner in which it is accomplished and in the oversight it receives. In addition to operational independence, these factors dictate that the command singularly perform this function and have maximum control over its resources. Criminal investigation division support to both the generating force and operational Army is provided by units under command and control of a criminal investigation division headquarters. Criminal investigation division units have dual missions to conduct both generating force and operational Army missions. The same units that provide investigative support for post, camp, and station are deployable to the operational area in support of the operational Army. Investigative support includes felony investigations, procurement fraud investigations, computer crime investigative support, classified/sensitive investigative support, forensic support by the U.S. Army Criminal Investigation Laboratory, polygraph and crime records support by the U.S. Crime Records Center, and protective service operations for designated DOD principals and their visiting foreign equivalents. In the operational area, U.S. Army Criminal Investigation Command units also investigate suspected war crimes.

U.S. ARMY INSTALLATION MANAGEMENT COMMAND

A-53. IMCOM manages Army installations to support readiness and mission execution. It provides equitable services and facilities, optimizes resources, sustains the environment, and enhances the quality of life of the Military community. IMCOM provides capabilities to operate and manage bases in support of Army and Joint Force commanders. It also provides capabilities to support the unit deployment, redeployment and reintegration. IMCOM provides base operations support to the Army in contingency operations as directed. To provide functional support, IMCOM—

- Administers a full range of human resources support including military personnel services, Army Substance Abuse Program and Army Education Services.
- Supports Family and Morale, Welfare, and Recreation programs (see paragraph A-55).
- Provides support to Warriors in Transition with facilities to accommodate healing and support services as well as programs to aid them and their families.
- Coordinates and provides emergency services (fire and law enforcement plus emergency medical services at designated installations).
- Provides a full range of logistic support—supply, food/laundry services, maintenance and transportation support.
- Plans coordinates and implements G-3 approved stationing actions.
- Ensures sustainable installations; manages environmental programs (see paragraph A-54).
- Establishes, operates, and maintains the public works infrastructure to satisfy basic engineering and environmental requirements of the installation for water, sewer, power, facilities, conditioned space, physical plant maintenance and sustainable operations.
- Develops and implements the force protection program.
- Facilitates integrated planning, training, mobilization and security on Army Installations. Manages the operation and ensures the availability of training ranges and airfields. Safety and sustainability are key factors of readiness.
- Delivers typical Special Staff support to tenants as follows:
 - Legal Services.
 - Public Affairs.
 - Religious Support.
 - Equal Employment Opportunity.
 - Safety and Occupational Health.
 - Internal Review.
 - Contracting in conjunction with Army Contracting Agency.
 - Inspector General.
 - Civilian Personnel in conjunction with PDM.

A-54. The Army Environmental Command is a major subordinate command within IMCOM. The Army Environmental Command provides technical expertise to ensure sustainable Army bases worldwide and advises commanders in support of operations in environmentally constrained conditions. The Army Environmental Command monitors and supports environmental regulatory requirements globally in the conservation, restoration, compliance and pollution prevention programs. Specifically, this command oversees services in water resources, oil, hazardous materials, spill response, hazardous waste management, air, environmental quality technology, environmental management systems, environmental condition of properties, and Army environmental programs in foreign countries. This command provides subject matter experts in response to contingencies and inquiries as needed.

A-55. The Family and Morale, Welfare, and Recreation Command is a major subordinate command within IMCOM. It enables Soldier and Family readiness at Garrisons around the world. This command provides recreational opportunities and support services for Soldiers and their Families at home as well as across all stages of the ARFORGEN. The command's domain includes Army Community Services, Child and Youth programs, Community Recreation programs, non-appropriated fund management, business operations, Armed Forces Recreation Centers, Army Recreation Machine Programs, and Army Lodging. This

command provides subject matter experts that deploy in response to contingencies or inquiries to support unit recreational requirements or assist commanders in planning for unit/garrison requirements across all stages of the ARFORGEN.

A-56. IMCOM also provides religious support to operational Army units, administered through the installation Chaplain's office to unit ministry teams, unit leadership, Soldiers, and family members in accordance with the Chief of Chaplains' policy and established local memoranda of instruction and memoranda of agreement. Religious support may include activities such as suicide prevention, predeployment, redeployment, reintegration, and marriage and family life training, and will track deployment cycle support phase descriptors.

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Glossary

The glossary lists terms with Army and joint definitions. Where Army and joint definitions are different, (Army) follows the term. The proponent manual (the authority) for most terms is listed in parentheses after the definition.

SECTION I – ACRONYMS AND ABBREVIATIONS

AAWO	Army Asymmetric Warfare Office
ADCON	Administrative control
AFSB	Army field support brigade
ALT	acquisition, life-cycle logistics support, and technology
APOE	Aerial port of embarkation
APS	Army pre-positioned stocks
ARCIC	Army Capabilities Integration Center
ARFORGEN	Army force generation
AR-MEDCOM	Army Reserve-Medical Command
ASA(ALT)	Assistant Secretary of the Army (Acquisition, Logistics, and Technology)
ASCC	Army Service component command
ATEC	United States Army Test and Evaluation Command
AWRS	Army War Reserve Stocks
BLST	brigade logistic support team
CAC	Combined Arms Center
CALL	Center for Army Lessons Learned
CIDC	United States Army Criminal Investigation Command
CJCSM	Chairmen of the Joint Chiefs of Staff manual
COE	contemporary operational environment
CONUS	continental United States
CSB	contracting support brigade
DOD	Department of Defense
DODD	Department of Defense directive
DOTMLPF	doctrine, organizations, training, materiel, leadership and education, personnel, and facilities
FEST	forward engineering support team
FEST-A	forward engineering support team-advanced
FEST-M	forward engineering support team-main
FM	field manual
FORSCOM	United States Army Forces Command

G-2	assistant chief of staff, intelligence
G-3	assistant chief of staff, operations
G-4	assistant chief of staff, logistics
G-5	assistant chief of staff, plans
G-6	assistant chief of staff, network operations
G-7	assistant chief of staff, information engagement
G-8	assistant chief of staff, financial management
G-37	force management directorate
GCC	geographic combatant commander
GIG	Global Information Grid
HQ	headquarters
HQDA	Headquarters, Department of the Army
IGO	intergovernmental organization
IMCOM	United States Army Installation Management Command
INSCOM	United States Army Intelligence and Security Command
IPB	intelligence preparation of the battlefield
IRCRDA	international cooperative research, development and acquisition
ISR	intelligence, surveillance, reconnaissance
J-2	intelligence directorate of a joint staff
J-3	operations directorate of a joint staff
JOA	joint operations area
JP	joint publication
JSAT	joint security assistance training
JWICS	Joint Worldwide Intelligence Communications System
LCMC	life-cycle management command
LOGCAP	logistics civil augmentation program
MDW	United States Army Military District of Washington
MEDCOM	United States Army Medical Command
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, civil considerations
NETCOM/ 9th SC(A)	United States Army Network Enterprise Technology Command/9th Signal Command (Army)
NETOPS	network operations
NGO	nongovernmental organization
NSPD	national security Presidential directive
OCONUS	outside the continental United States
OPCON	operational control
OPLAN	operation plan
OPROJ	operational project
ORSA	operations research and systems analysis
PEO	program executive officer

PKSOI	Peacekeeping and Stability Operations Institute
PM	project manager
RDECOM	United States Army Research, Development, and Engineering Command
RFC	request for capability
RSOI	reception, staging, onward movement, and integration
S-2	intelligence staff officer
S-3	operations staff officer
SAO	security assistance organization
SDDC	Military Surface Deployment and Distribution Command
SIGINT	signals intelligence
SIPRNET	SECRET internet protocol router network
SPO	support operations officer
TADSS	training aids, devices, simulators, and simulations
TRADOC	United States Army Training and Doctrine Command
TRANSCOM	United States Army Transportation Command
U.S.	United States
USACE	United States Army Corps of Engineers
USAMC	United States Army Materiel Command
USASAC	United States Army Security Assistance Command
USAR	United States Army Reserve
USASMD/ARSTRAT	United States Army Space and Missile Defense Command/Army Strategic Command
UFMCS	University of Foreign and Military Cultural Studies
USMA	United States Military Academy
USC	United States Code
USSTRATCOM	United States Strategic Command
WRSA	war reserve stocks for allies

SECTION II – TERMS

administrative control	(joint) Direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. Also called ADCON. (JP 1)
adversary	A party acknowledged as potentially hostile to a friendly party and against which the use of force may be envisaged. (JP 3-0)
area of operations	(joint) An operational area defined by the joint force commander for land and maritime forces. Areas of operations do not typically encompass the entire operational area of the joint force commander, but should be large enough for component commanders to accomplish their missions and protect their forces. Also called AO. (JP 3-0)

ARFOR	The Army Service component headquarters for a joint task force or a joint and multinational force. (FM 3-0)
concept	A description of a military problem and its solution across the domains of doctrine, organization, training, materiel, leadership and education, personnel, and facilities.
force development	The determination of capability requirements for doctrine, organizations, training, materiel, leadership and education, personnel, and facilities.
force integration	The synchronized, resource-constrained execution of an approved force development program, including the introduction, incorporation, and sustainment of doctrine, organizations, training, materiel, leadership and education, personnel, and facilities; coordination and integration of operational and managerial systems collectively designed to improve the effectiveness and capability of forces; and knowledge and consideration of the potential implications of decisions and actions taken within the execution process.
force management	A process involving decisionmaking and the execution of a range of operations, including concept development, capabilities requirements generation, force development, organizational development, force integration functions, and resourcing, resulting in the development of a capable operational force with constrained resources.
generating force	Those Army organizations whose primary mission is to generate and sustain the operational Army's capabilities for employment by joint commanders.
operating forces	(joint) Those forces whose primary missions are to participate in combat and the integral supporting elements thereof. (JP 1-02)
operational area	(joint) An overarching term encompassing more descriptive terms for geographic areas in which military operations are conducted. Operational areas include, but are not limited to, such descriptors as area of responsibility, theater of war, theater of operations, joint operations area, amphibious objective area, joint special operations area, and area of operations. (JP 5-0)
operational Army	Those Army organizations whose primary purpose is to participate in full spectrum operations as part of the joint force.
operational environment	(joint) 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)
reachback	(joint) The process of obtaining products, services, and applications, or forces, or equipment, or material from organizations that are not forward deployed. (JP 3-30)
security assistance	(joint) Group of programs authorized by the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act of 1976, as amended, or other related statutes by which the United States provides defense articles, military training, and other defense-related services, by grant, loan, credit, or cash sales in furtherance of national policies and objectives. (JP 1-02)
security cooperation	(joint) All Department of Defense interactions with foreign defense establishments to build defense relationships that promote specific US security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide US forces with peacetime and contingency access to a host nation. (JP 3-07.1)

security forces	All military, intelligence, law enforcement, and constabulary organizations that support a legitimate authority, including the systems and institutions that generate, employ, and sustain these forces.
security force assistance	Unified action to generate, employ, and sustain host-nation or regional security forces in support of a legitimate authority.
situational awareness	Immediate knowledge of the conditions of the operation, constrained geographically and in time. (FM 3-0)
situational understanding	The product of applying analysis and judgment to relevant information to determine the relationships among the mission variables to facilitate decision making. (FM 3-0)
strategic reach	The distance across which the Nation can project decisive military power.

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Index

Entries are by paragraph number.

A

Army pre-positioned stocks (APS), 5-11, 5-40, 5-50, 5-58–5-60
ARFORGEN, 2-47–2-50, 3-24, 3-34, 4-69, 4-78, 4-83–4-86, A-4, A-55
Army communications systems operations. *See* network operations.

C

civil support, 1-19, 2-31–32
contemporary operational environment (COE), 3-12, 4-85, 4-93, A-10
content management, 5-82, 5-85
contingency planning, 3-1, 3-5, 3-47, A-2
contractor logistic support, 5-33, 5-40–5-42
crisis action planning, 3-1, 3-5, 3-47, 6-13, A-2

D

deployment, 2-48–2-50, 3-19, 3-25–3-26, 4-65, 4-70, 4-86–4-88, 4-94–4-97, 4-100, 4-104, 5-1, 5-3, 5-6–5-70, A-4–A-5, A-36, A-53, A-56.
DOTMLPF, 1-10, 3-23, 4-9, 4-14, 4-49–4-50, 4-57–4-58, 4-74–4-79, 6-19, 6-21, A-3, A-5, A-9–A-10

E

economic and infrastructure development, 1-25–1-26, 3-41, 6-2
enterprise management. *See* network operations.
exportable training capability, 4-96, A-6

F

force development, 1-25, 3-29, 3-43, 4-74, 6-9, 6-14, 6-16, 6-19–6-26, A-4, A-10, A-16
force integration, 1-25, 3-29, 3-43, 4-74, 6-9, 6-14, 6-16, 6-27–6-34, A-4
force management, 1-25, 3-49, 3-60–3-68, 6-14–6-34
force projection, 1-21–1-22, 2-45–2-46, 3-38, 5-1–5-23, A-40
forward engineering support team (FEST), 6-40–6-45, A-30

forward repair activities, 3-26, 5-36–5-38

full spectrum operations, 1-3, 1-7, 2-31–2-41, 2-47, 4-80–4-81, A-38

G

Global Information Grid (GIG), 1-24, 2-16, 5-73–5-81, A-33

H

health service support, 1-23, 5-5, 5-24, 5-31, 5-64–5-70, A-39–A-50

I

information environment, 2-2, 2-15–2-16, 4-27
information management, 5-72–5-87, A-24
intelligence reach, 4-6, 4-19
intelligence, surveillance, and reconnaissance (ISR), 4-35–4-36

J

joint interdependence, 2-45–2-46, 5-1–5-5, 5-77

L

landpower, 1-2–1-3, 2-10, 2-32, 4-4, 4-83–4-89, 4-100, 5-4, 6-27, A-6, A-8
LandWarNet, 1-24, 4-88, 5-74–5-89
left-behind equipment, 5-49–5-56
legal support, 4-56
logistics civil augmentation program (LOGCAP), 3-4, 5-40, 5-45–5-46, 6-34
logistics force generation, 4-97
Logistics Support Activity, A-26

M

MEDCOM, 5-31, 5-66–5-68, A-15, A-39–A-40
Military Surface Deployment and Distribution Command (SDDC), 3-19, 3-35, 4-86, 5-3, 5-9–5-10, 5-12, 5-18, A-29

N

network operations (NETOPS), 5-71–5-89, A-32–A-36

O

operating forces, 1-7
operational Army, 1-3–1-13, 1-29
operational variables, 2-6–2-24

P

partner security forces, 3-43, 6-4–6-6, 6-12–6-34
phases, joint campaign, 3-7–3-46
predeployment, 5-7–5-11, 5-54

R

redeployment, 5-6–5-9, 5-15–5-23, A-53
request for capability, 3-59–3-63

request for forces. *See* request for capability.

retrograde, 3-26, 3-37, 5-17, 5-21–5-22, 5-39

rule of law, 2-41, 6-46–6-47

S

security assistance, 6-7–6-13

security cooperation, 6-8, 6-11–6-13, A-9

security force assistance, 3-29, 6-4–6-6, A-7

situational understanding, 4-24–4-34

stability operations, 2-31–2-41, 3-9–3-15, 4-18, 4-53, 6-1–6-6, A-5

sustainment, 1-23, 3-26, 5-5, 5-24–5-89

T

theater-provided equipment, 3-37, 5-9, 5-17, 5-21, 5-50–5-53, 5-57

U

U.S. Army Corps of Engineers (USACE), 3-11, 3-13, 3-30, 3-40, 3-44, 4-12, 4-27–4-28, 5-8, 5-13, 6-36–6-45, A-30

U.S. Army Dental Command, A-41

U.S. Army Materiel Command (USAMC), 3-26, 3-37, 4-64, 4-86, 5-9–5-10, 5-22, 5-26–5-63, 5-70, 6-10, 6-32–6-34, A-18–A-19

U.S. Army Medical Command (MEDCOM), 4-13, 4-32, 4-40, 5-31, A-39–A-40

U.S. Army Research, Development, and Engineering Command (RDECOM), 3-33, 4-31, 4-41, 4-64, A-23

U.S. Army Security Assistance Command (USASAC), 6-10, A-24

U.S. Army Sustainment Command, 3-26, 4-97, 5-9, 5-27–5-30, 5-43, 5-46, 5-60, A-22

U.S. Army Veterinary Command, A-42

U.S. Chemical Materials Agency, 4-22, A-25

unified action, 2-42–2-44, 5-25, 6-4

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