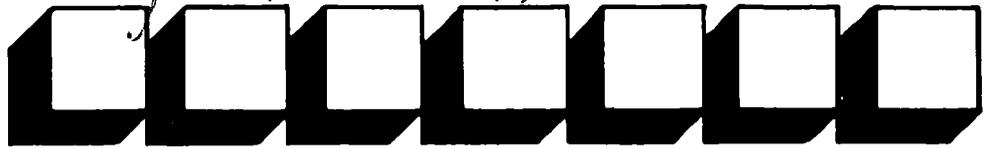


427

S/S by Dec 1991

FM 100-1



The



Pentagon Library (ANR-PL)
ATTN: Military Documents Section
Room 1A512 Pentagon
Washington, DC 20310-6050

AUGUST 1986



WASHINGTON IN THE SERVICE OF HIS COUNTRY

Following the victory at Yorktown in 1781, the Continental Army moved into quarters at Newburgh, New York, to wait for peace with Great Britain. After months of waiting, many officers became disaffected. They were angry because the weak government under the Articles of Confederation proved unwilling to supply the Army properly or even to pay the men.

Some officers began to suggest that the Army should compel Congress to meet its demands. In May 1782, one discontented colonel even suggested that Washington should restore order by making himself King George I. Washington rebuked him: "Be assured, sir, no occurrence in the course of the war has given me more painful sensations than your information of . . . such ideas existing in the army . . . I am much at a loss to conceive what part of my conduct could have given encouragement to an address which to me seems big with the greatest mischiefs that can befall my country."

By rejecting the crown and instead affirming his personal support for the Republic, Washington paved the way for the creation, five years later, of the Constitution of the United States. In addition, he firmly established the precedent that the country's armed forces would be dedicated to upholding and preserving the democratic values of the nation.

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 29 August 1986

THE ARMY

Foreword

The US Army is the primary landpower arm of our nation's armed forces. This field manual describes the enduring fundamental roles and precepts of our Army.

FM 100-1 provides every soldier and civilian the historical and legal foundations of the Army. The Army's success in combat requires continuous study and reflection to foster the competence, initiative, creativity, and sense of purpose demanded of military professionals, particularly those in positions of leadership.

Our contribution toward peace is based on total competence in waging war. That expertise can come only from a career long study of tactics, operational art, and strategy, both historical and current. It demands that we apply the principles of war in our decision processes and that we understand both the positive application of military power and its evident limitations.

Army landpower will continue to protect our nation and deter aggression. The Army carries out this basic responsibility in concert with the Navy, Air Force, and Marine Corps and with the military forces of our allies. If the nation goes to war, the Army will not fight alone; we will fight as part of a joint and combined team. This manual emphasizes that spirit of joint and coalition warfare and I urge all soldiers and civilians to study its contents.



JOHN A. WICKHAM, JR.
General, United States Army
Chief of Staff

 This publication supersedes FM 100-1, 14 August 1981.

Table of Contents

Foreword	i
Preface	iii
CHAPTER 1. THE NATION AND MILITARY POWER	
The Constitutional and Legal Basis	1
The National Purpose and National Power	2
National Security Objectives	3
National Security Strategy Formulation	4
Land, Naval, and Air Forces	4
Unified, Specified and Combined Commands	5
CHAPTER 2. THE ARMY IN THE SPECTRUM OF CONFLICT	
Introduction	7
The Army's Contribution	7
The Army and Strategy Formulation	8
The Spectrum of Conflict	8
The Army's Role	9
The Army and General War	10
The Army and Limited War	10
The Army and Low Intensity Conflict	11
The Army, Security Assistance, and International Cooperative Activities	11
Supplementary Roles	12
CHAPTER 3. WARFARE—PRINCIPLES, PRECEPTS, POLICIES	
Introduction	13
The Structure of Modern Warfare	13
The Principles of War	14
Application	17
The Total Force	18
Force Readiness	18
Nuclear, Biological, and Chemical Warfare	19
CHAPTER 4. THE PROFESSION OF ARMS	
Introduction	21
The Professional Army Ethic	22
Individual Values	23
Pride and Esprit de Corps	23
In Summary	24

Preface

This document expresses the Army's fundamental role in helping to secure US national policy objectives. It is the Army's capstone document for describing the broad roles and missions which, in concert with sister Services and allies, are the essential underpinnings for national security.

The basic doctrine that guides the US Army in combat is set forth in Field Manual 100-5, *Operations*, which applies to tactics and the operational art. Doctrine for joint operations, as established by the Joint Chiefs of Staff (JCS) for all US Armed Forces, can be found in JCS Publication 2, *Unified Action Armed Forces (UNAAF)*, and other JCS publications.

Users of this publication are encouraged to recommend changes and submit comments for its improvement. Comments should be forwarded to Headquarters, Department of the Army, ATTN: DAMO-SSP, Washington, D.C. 20310-0420, using DA Form 2028 (Recommended Changes to Publications).

The Nation And Military Power

The Constitutional and Legal Basis

The American political system is rooted in an explicit recognition that all legitimate authority derives from the people. We acknowledge that each person has inalienable rights and is equal under the law. Our appreciation for the worth of the individual affects all public institutions in America, including the armed forces. In every important aspect, the United States Army reflects the democratic nature of our social and political structure—both directly, in the Army's purpose and legal basis, and indirectly, in the professional ethic that commits its members to serving the public good.

In the preamble to the Constitution of the United States, the nation's founders set forth the purposes of the federal union:

“We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defense, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.”

The legal basis and framework for a military establishment charged to “provide for the common defense” are set forth in subsequent sections of the Constitution.

The framers of the Constitution established the principle of civilian control over the armed forces of the United States. They specified that Congress alone would have the power to raise and support armies and to declare war. The Constitution further provides that the President, as the nation's Chief Executive, be the Commander in Chief of the armed forces of the United States. This authority, coupled with treaty-making authority, appointive power—including the appointment of federal officers of the armed forces—and requirements to “. . . take care that the laws be faithfully executed . . .” are the principal constitutional bases for Presidential direction of national security affairs. Thus, the responsibility for providing the nation's defense through the armed forces of the United States is constitutionally shared by the civilian officials in the legislative and executive branches of the Federal Government.

While the Constitution establishes a system of defense to protect the nation and its vital interests, it does not define that system. As a result, the national defense structure has taken many forms throughout our nation's history. The National Security Act of 1947, as amended, established the current structure for national defense.

This statute was enacted by Congress in recognition of the need for greater unity and coordination among the armed services. The act established the National Security Council, the Central Intelligence Agency, the Department of Defense (DOD), and the Organization of the Joint Chiefs of Staff. It established the position of Secretary of Defense, who is the principal assistant to the President in all matters relating to the DOD, and provided for the Department of the Army, the Navy (which includes the Marine Corps), and the Air Force under the direction, authority, and control of the Secretary of Defense.

In enacting this legislation, it was also the intent of Congress to:

- Provide a comprehensive program for the future security of the United States.
- Provide for the establishment of integrated policies and procedures for the departments, agencies, and functions of the government relating to the national security.
- Provide that each military department be separately organized under its own Secretary.
- Provide for the establishment of unified and specified combatant commands, and a clear and direct line of command to such commands from the President and the Secretary of Defense. (Although not defined in the act, the term "National Command Authorities" represents the authority vested in the President and the Secretary of Defense.)
- Eliminate unnecessary duplication in the Department of Defense.
- Provide more effective, efficient, economical administration of the Department of Defense.
- Provide for the unified strategic direction of the combatant forces, for their operation under unified command, and for

their integration into an efficient joint team of land, sea and air forces.

The National Security Act, as amended, is also the source from which the broad functions of the DOD are derived. As presently set forth in DOD Directive 5100.1, "Functions of the Department of Defense and its Major Components," 10 January 1986, the DOD maintains and employs armed forces to:

- Support and defend the Constitution of the United States against all enemies, foreign and domestic.
- Ensure, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interest.
- Uphold and advance the national policies and interests of the United States.
- Safeguard the internal security of the United States.

The National Purpose and National Power

The Constitution and the Declaration of Independence give these elements of the national purpose:

- National independence.
- Preservation and expansion of human freedoms.
- Individual dignity and equality under the law.
- Human rights to life, liberty, and the pursuit of happiness.

From these components of the national purpose we derive US goals—the specific expressions of national purpose which provide the rationale for national security policies. The following basic goals have remained essentially unchanged since the late 1940s:

- To preserve the independence, free institutions, and territorial integrity of the United States.
- To preserve US and allied vital interests abroad; and
- To help shape a world in which freedom and democracy can flourish—an international community in which states coexist without the use of force and in which citizens are free to choose their own governments.

National power, the aggregate capacity of a state to safeguard its national interests and to influence the behavior of other states, has political, economic, socio-psychological, technological and military elements. The implementation of a national strategy, such as containment of threats to national security, involves these components. Specific tasks supporting any national strategy are achieved through application of selected combinations of these components of national power. Thus, deterrence is the military component of a national strategy of containment. Application of one or all of the components of national power, including military power, may be required as the nation faces the challenges of contemporary international relations.

Military forces are needed to promote and protect US interests because conflict frequently occurs among nations. Conflicts among nations vary from minor disagreements to fundamental clashes over ideologies and national objectives. The majority of these conflicts are resolved peacefully through arbitration, negotiation, or compromise based on the judicious application of one or more of the elements of power by contending nations. In those

situations which affect vital US interests, the National Command Authorities may consider the use of American military power. Therefore, the United States must prepare for the use of military power across the entire spectrum of conflict, from shows of force, through confrontations short of combat, to a range of combat operations which could even include nuclear war.

National Security Objectives

Our basic national security policy is to preserve the United States as a free nation with our fundamental institutions and values intact. The broad objectives of our national security policy are to:

- Deter nuclear attack on the United States, its forces and allies, and discourage the use of nuclear weapons.
- Deter attacks of any kind against the United States, our allies, and against vital US interests worldwide, including sources of essential materials, energy, and associated lines of communication.
- Encourage and assist other nations in defending themselves against armed invasion, insurgencies and terrorism.
- Discourage an enemy from attempting coercion of the United States, its allies, and friends.
- If deterrence fails, fight at the level of intensity and for the duration necessary to attain US political objectives.

All nations of the world must perceive that the United States has the forces to counter aggression and that we also have the will to

use those forces. This is the essence of deterrence, and it applies to the entire spectrum of conflict.

National Security Strategy Formulation

The President is responsible for national security strategy. Assisting the President is the National Security Council which assesses the objectives, commitments, and risks of the United States in relation to our military power, and considers policies on matters of common interest to the government agencies concerned with the national security. A national strategy is developed and appropriate governmental agencies formulate their contributions. Military power is most effective when applied with other elements of national power to form a coherent national strategy.

The Joint Chiefs of Staff prepare the military strategy and strategic plans for the armed forces. The Joint Strategic Planning Document (JSPD) provides the advice of the Joint Chiefs of Staff to the President, the Secretary of Defense, and the National Security Council on the military strategy and force structure required to gain national security objectives. The JSPD includes a summary of force levels that would be required to execute the national military strategy with a reasonable assurance of success. The Joint Strategic Capabilities Plan (JSCP) issues guidance to the commanders of unified and specified commands and the Chiefs of Services for the accomplishment of military tasks. This tasking is based on the capabilities of available forces, intelligence assessments, and guidance issued by the Secretary of Defense. The Joint Chiefs of

Staff direct the commanders of unified and specified commands to develop plans based on the guidance contained in the JSCP.

Land, Naval, and Air Forces

To achieve national military objectives, our military forces must be able to neutralize, destroy or capture the enemy. Land, sea, and air forces produce these effects. Each force makes its contribution based on its characteristics and the principal medium in which it operates. Certain of these forces have greater capabilities than others to impose one or more of the three conditions. In concert with the others, each force contributes to achieving the national political objectives and is applied in a synchronized way to defeat the enemy.

The basic objective of land forces is to defeat the enemy's forces on land. The Army conducts combat operations on land that defeat the enemy and seize, occupy, and defend land area. The Marine Corps seizes or defends advanced naval bases and conducts land operations essential to the naval campaign.

The basic objective of sea forces is to gain or maintain control of vital waters and to protect sea lines of communication. The Navy neutralizes, destroys, or captures enemy forces or enemy merchant ships and establishes local superiority (including air) in an area of naval operations. The Navy transports land forces to the theater of operations or to tactical objectives within the theater, supports land operations with carrier based aviation and naval gunfire, and delivers logistical support to land and air forces.

The basic objective of air forces is to gain and maintain control of the air environment and to project combat power promptly wherever needed. These actions include deterring, neutralizing or destroying the enemy's forces, his command and control mechanisms, and his capacity to wage war. The Air Force provides rapid airlift of forces and materiel, active air defense cover over the land combat zone, surveillance and warning of threats, and attack or electronic suppression of both engaged and follow-on hostile land forces.

Unified, Specified and Combined Commands

The National Command Authorities give overall strategic direction to our armed forces through the Joint Chiefs of Staff (composed of the Chairman and each Service Chief) to the combatant commands, while the military departments prepare and provide forces to these commands. Command is the exercise of leadership and power of decision over the armed forces to gain unity of effort toward a common military objective. Unity of effort among assigned Service forces is achieved by the exercise of operational command by the unified or specified commander and by a sound command organization.

In unified commands, elements of two or more Services are placed under a single commander, having operational command over the forces (land, sea, air) assigned to him. Service forces may be organized into a joint task force or a uni-Service force. Specified commands have a broad continuing mission and are normally composed of forces from one Service. Within these unified and specified organizations, each military department (Army, Navy, and Air Force) retains responsibility for administration and logistical support of its assigned forces.

Forces assigned to support alliance structures are said to conduct combined operations. Combined operations are conducted by forces of two or more allied nations acting together to attain the same objective. US forces participating in combined operations are subject to command arrangements and authorities established in international agreements.

The principles guiding unified action apply to both joint and combined operations. Both types of operations employ forces with unity of command as an integrated land, sea, and air team. Unified commanders and their subordinate component commanders are given the operational authority to employ multinational forces, while each nation retains the responsibility for logistic and administrative support of its forces assigned to an alliance.



The Army in the Spectrum of Conflict

Introduction

Title 10, United States Code, Section 3062 defines the primary roles of the Army and delineates its composition:

- In general, the Army, within the Department of the Army includes land combat and service forces and such aviation and water transport as may be organic therein. It shall be organized, trained, and equipped primarily for prompt and sustained combat incident to operations on land. It is responsible for the preparation of land forces necessary for the effective prosecution of war except as otherwise assigned and, in accordance with integrated joint mobilization plans, for the expansion of the peacetime components of the Army to meet the needs of war.

- The Army consists of—

- the Regular Army, the Army National Guard of the United States, the Army National Guard while in the service of the United States, and the Army Reserve; and

- all persons appointed or enlisted in, or conscripted into, the Army without component.

- The organized peace establishment of the Army consists of all—

- military organizations of the Army with their installation and supporting auxiliary elements, including combat, training, administrative and logistic elements; and

- members of the Army including those not assigned to units necessary to form the basis for a complete and immediate mobilization for the national defense in the event of a national emergency.

The Army's Contribution

The increasingly dynamic nature of today's international environment accentuates the unique and vital role of the Army in the overall national security structure of the United States. The Army's capability to apply force and to control land area affords the National Command Authorities a wide range of options. The success of Army forces depends largely on the coordinated development of the land, sea, and air forces of the United States and on their employment as an integrated team. A mobilization base to support the armed forces and to serve as a reserve during mobilization is fundamental to the effectiveness of these forces, especially the Army forces.

The Army is the decisive component of military force by virtue of its ability to control the land areas essential to people and nations. People live on land. Ultimately, the control of land determines the destiny of people and nations.

During peace, the mission of Army forces is deterrence—the preparation of field units ready to perform their wartime missions. During war, the mission of Army forces is to render the enemy's forces ineffective. The Army may employ all means except those banned by international agreement or whose employment would conflict with national policy. The possibility that an enemy may use weapons banned by international agreement requires the Army to prepare counter-measures.

The shock action and firepower of well supported combat forces is the essence of the US Army. Warfighting, the imposition of our will by force, determines how the Army is organized, equipped, and trained.

The Army and Strategy Formulation

The Army, through its members assigned to the Office of the Joint Chiefs of Staff, the Office of the Secretary of Defense, and to unified and specified commands, contributes to the formulation of military strategy. Through the Army planning system, force planning, and research, development, and acquisition of arms and equipment, the Army provides the forces in peacetime to deter war and to fight if deterrence fails. Through contingency planning and exercises, the Army refines its concepts and hones its skills to ensure land forces can best be employed to protect US interests and gain US objectives.

National security depends upon many factors to include the maintenance of strong military forces and on effective planning for their use. The principal purpose of military planning is to provide the most effective use of military forces in meeting challenges to our security interests. In doing so, the Army individually, and in concert with the other Services, seeks to:

- Base military planning on the most current guidance, especially regarding assumptions on the actions which the United States would take prior to hostilities.
- Provide timely multiple military options for consideration by the National Command Authorities.
- Inform the National Command Authorities of the risks associated with the various options and provide judgments regarding the most effective use of additional resources in reducing those risks.

The Spectrum of Conflict

In a narrow sense, war is a clash between opposing military forces. In a broader sense, it includes the integration and orchestration of political, economic, psychological, technological, and diplomatic means to attain the national political purposes for which the war is fought, and to frustrate those of an adversary. Confrontation and conflict can occur without invoking military options. For that portion of the conflict spectrum involving military action, three generalizations are used:

General War—armed conflict between major powers, in which the total resources of

the belligerents are employed and the national survival of a major belligerent may be in jeopardy.

Limited War—armed conflict between two or more nations, at an intensity below that of general war, where means and/or ends are constrained.

Low Intensity Conflict—a limited politico-military struggle to achieve political, social, economic, or psychological objectives. It is often protracted and ranges from diplomatic, economic, and psychosocial pressures through terrorism and insurgency. Low intensity conflict is generally confined to a geographic area and is often characterized by constraints on the weaponry, tactics, and the level of violence.

The Army's Role

However war is categorized, certain considerations fundamentally define the Army's role.

Political Purpose. Since war is primarily a politically directed act for political ends, the conduct of a war, in terms of strategy and constraints, is defined primarily by its political objectives.

Military Goal. Since military forces are instruments of political purpose, the military goal must be to further that purpose. Such requirements and limitations as are inherent or implied in political purposes must also be reflected in military missions and tasks.

Scope. The scope and intensity of warfare are therefore defined and limited by political purposes and military goals. The interactions of military operations, political judgments,

and national will further define the objectives in a conflict and determine its duration and the conditions for its termination.

Landpower. The Army is the nation's primary landpower force and plays a unique and irreplaceable role in attaining victory. In the majority of recorded wars, landpower has ultimately been decisive. However, under the conditions of modern war, control of seas and airspace is vital to winning land battles. Therefore, all the military Services contribute to the successful application of landpower.

While the power to deny or to destroy is possessed by all the military Services, only ground forces, in concert with tactical airpower, possess the power to exercise direct, continuing, and comprehensive control over land, its resources, and its peoples. Land forces thus perform important, and largely unique, functions besides denial and destruction: landpower can make permanent the otherwise transitory advantages achieved by air and naval forces alone. Landpower is decisive when waging war.

The US Army, by virtue of its capability to establish and maintain control over land, must have the capability to operate across the spectrum of conflict. In a dynamic international environment, this capability provides a hedge against uncertainty and a full range of choices in foreign policy: in negotiating treaties, in dealing with foreign governments, and in establishing alliances for mutual security. In conjunction with the other military Services, the Army fulfills three major strategic roles: conflict prevention, conflict control, and conflict termination.

Conflict Prevention. Likely conflict situations can be forecast through analysis of the national interests, goals, and policy objectives of the United States, its allies, and potential adversaries. Strategies can be developed to anticipate many potential problems and to lead to their resolution. Such strategies combine the elements of national power to reach a solution acceptable to the

parties to the dispute without resort to the use of force.

The deterrent value of military forces is not simply a function of size, quality, and operational capabilities. It depends principally on the perceptions of an adversary regarding the effectiveness of our forces and our national will to employ them. An evident ability and will to wage war are essential to deterrence. The Army's current forces provide the National Command Authorities with a full range of options. These forces convince an adversary that the nation has conventional and nuclear warfighting ability and the resolve to fight wars in defense of vital interests. Forward-deployed Army forces signify regions of US vital interests, and signal the determination that aggression will not be tolerated. Their presence commits the prestige and honor of the United States to stated national objectives. The mobilization of reserve components and the deployment of Army forces in times of crisis are the gravest responses the nation can make short of war, and demonstrate the national will.

Conflict Control. The advent of hostilities will probably include political initiatives to limit the scope of conflict. These initiatives may limit geographical areas of operation, rule out specific weapon systems, or create conditions conducive to negotiations. They may include:

- Respecting the neutrality of nations not involved in the conflict.
- Adopting constraints on the use of special weapons systems.
- Proposing a cease-fire.

Acting quickly, decisively, and in a manner consistent with expressed political goals is essential to conflict control. The piecemeal application of Army forces to control conflict is of limited value. Land forces must be committed at a level of strength which, from the outset, provides a favorable ratio of combat power to insure a swift military decision.

Conflict Termination. The destructive power of modern weaponry means its use could destroy the very objectives each side seeks to attain. Therefore, a prudent military strategy provides for early achievement of national political aims and early conflict termination. Planning for conflict termination on terms favorable to the United States focuses on attainment of military objectives derived from political guidance and goals.

Army forces can terminate conflict by destroying the enemy's will to resist. The Army closes with and defeats the enemy forces, seizes and controls critical land areas and enemy populations, and defends those areas critical to US national interests.

The Army and General War

General war may involve the use of nuclear and chemical weapons and enemy use of biological weapons. Prior to war, the Army's forward-deployed forces, standing guard with other US and allied forces and backed by US strategic reserves, serve notice that aggression will be resisted. If war comes, these forces defeat the enemy's military forces and crush his will to continue waging war. The Army contributes to the successful prosecution of general war by its ability to conduct the full range of land combat operations and by its staying power in prolonged military campaigns. World Wars I and II are examples of general war.

The Army and Limited War

Limited war involves sustained combat between regular forces at levels short of

general war. The conflicts in Korea and Vietnam are examples of limited war. The restrained use of nuclear or chemical weapons, or enemy use of biological weapons, is possible in limited war. The Army fields units tailored to limited wars that may confront the United States and its allies. An Army capability for worldwide deployment is essential if the United States, in concert with its allies, is to respond appropriately to the wide variety of challenges likely to be encountered.

The political situation at any time may require employment of armed forces in wars with limited objectives. In such cases, the objectives ordinarily will be the neutralization or destruction of the enemy's armed forces and the restoration of the political and territorial integrity of the friendly nation. Hostile forces in such limited wars are likely to be supported by other major powers. Often such forces will be composed of field units inured to hardship and rarely susceptible to effective interdiction by air or sea forces. Additionally, the nature of the war may dictate, at least initially, operations in what had been friendly territory. And, finally, political considerations may prevent measures against powers supporting the hostile forces. The continuing possibility of such limited wars requires rapidly deployable Army forces capable of immediate commitment to combat. Army forces committed in such wars and supported by sea and air forces may be located a great distance from the continental United States. Army units organized, trained, and available for commitment in limited wars could also be limited in a general war.

The Army and Low Intensity Conflict

Low intensity conflict involves military action below the level of sustained combat

between regular forces. Operations may involve some formations of regular forces as well as sophisticated weapons and could, if not contained or terminated, escalate into more intense operations. Success in achieving US national objectives in a low intensity conflict will ordinarily rule out the protracted commitment of US forces in a combat role. Political, economic, social, and psychological initiatives are necessary to achieve lasting success in the low intensity conflict arena. Terrorist or limited battlefield use of chemical or biological weapons, or even nuclear weapons, is possible. The Army's missions could involve peacekeeping operations, foreign internal defense, peacetime contingency operations, terrorism counteraction, and military operations to protect high value areas or to defeat hostile forces.

The Army, Security Assistance, and International Cooperative Activities

US national security interests are well-served by the stability and security of our allies and other nations which share our goals of independent development in a climate of peace and freedom. Security assistance programs of the Departments of State and Defense provide economic and military support and other services essential to these nations' stability and security. The Army makes an important contribution to these programs through partnership activities and by satisfying assistance obligations. Military advisory and assistance programs are instrumental in implementing US national security policies. A variety of international programs is widening the "two-way street" in relations with our overseas partners. The Army shares in the logical outgrowth of these programs—the benefits of mutual friendship, cooperation, understanding, and resolution

of tension—all of which serve the nation's interests.

Supplementary Roles

The Army exists to defend the nation, but it can also contribute to the general welfare in peacetime. Such involvement is constrained by law, tradition, and the need to maintain the Army's readiness to fulfill its primary mission. However, within these limitations, the Army:

- Provides humanitarian relief during national disasters.

- Assists civilian communities during civil disturbances in support of civilian police forces.

- Assists civilian communities with civic-action programs.

- Improves flood control and navigation.

- Adds to the nation's scientific and technological capacity through research and development programs.

Because the Army reflects the nation's values, it also provides equally for the betterment of those citizens who serve in uniform by equipping them with technical, managerial, and leadership skills of great value to the civilian sector. These roles are positive contributions to the nation's well-being.



Warfare – Principles, Precepts, Policies

Introduction

The caption of a poster of a World War II infantryman with fixed bayonet advancing against the enemy, which hung on the wall in the Army War Plans Directorate, read, “at the end of the most grandiose plans and strategies is a soldier walking point.” It was a warning that soldiers have to execute plans on the battlefield. Therefore, no matter how well the soldiers on the battlefield perform, their achievements and sacrifices are meaningless if the strategies and plans are faulty.

The Structure of Modern Warfare

War is a national undertaking that must be coordinated from the highest levels of policy-making to the basic levels of execution. Military strategy, operational art, and tactics are the broad divisions of activity in preparing for and conducting war. Successful strategy achieves national and alliance political objectives at the lowest possible cost in lives and money. Operational art translates

those aims into effective military operations and campaigns. Commanders employ sound tactics to win engagements and battles which produce successful operations and campaigns. The principles of war apply to all three levels.

Military Strategy. Military strategy is the art and science of employing the armed forces of a nation or alliance to secure policy objectives by the application of force or the threat of force. Military strategy sets the fundamental conditions for operations by establishing goals, assigning forces, providing assets, and imposing conditions on the use of force. Generally, a strategy should influence the opponent toward choices most favorable to our purposes and objectives. Military strategy is the combination of military objectives (ends), military concepts (ways), and military force (means) to achieve national security policy objectives.

Operational Art. Operational art is the employment of military forces to attain strategic goals in a theater of war or theater of operations through the design, organization, and conduct of campaigns and major operations. A campaign is a series of joint actions designed to attain a strategic objective in a theater of war. A major operation comprises the coordinated actions of large forces in a single phase of a campaign or in a critical battle. Major operations decide the course of campaigns. Operational art thus involves fundamental decisions about when and where to fight and whether to accept or decline battle. Its essence is the identification

of the enemy's operational center-of-gravity—his source of strength or balance—and the concentration of superior combat power against that point to achieve a decisive success. In a theater of operations the Army is dependent upon support from the Navy and the Air Force as well as from allies and friends. Thus, operational art emphasizes joint and combined operations to achieve ultimate success. No particular echelon of command is solely or uniquely concerned with operational art, but theater commanders and their chief subordinates usually plan and direct campaigns. Army groups and armies normally design the major ground operations of a campaign, and corps and divisions normally execute those major operations. Operational art is discussed further in Field Manual 100-5, *Operations*.

Tactics. Tactics is the art by which corps and smaller units translate potential combat power into victorious engagements and battles. Commanders win engagements and battles by moving forces on the battlefield to gain positional advantage over the enemy; by applying fire support to facilitate and exploit that advantage; and by sustaining friendly forces. Sound tactics employ all available combat, combat support, and combat service support where they will make the greatest contribution to victory. Additional details can be found in Field Manual 100-5, *Operations*.

The Principles

of War

Modern warfare requires the application of both the science and the art of war. The science of war is driven by new technological developments which can radically change the nature of the battlefield. The art of war, on

the other hand, involves the critical historical analysis of warfare. The military professional derives from this analysis the fundamental principles—their combinations and applications—which have produced success on the battlefields of history. The principles of war, thus derived, belong to the art rather than the science of war. They are not immutable, and they do not provide precise mathematical formulae for success in battle. Their value lies in their utility for analysis of strategic, operational, and tactical issues. For the strategist, the principles of war provide a set of questions that should be considered if military strategy is to best serve the national interest. For campaign planners and tacticians, these principles provide a conceptual framework for the military actions to be carried out. They are neither intended nor designed to be prescriptive; nor are they a substitute for the serious study of military history. The principles of war, when understood and applied properly, will stimulate thought and increase flexibility. For the US Army today, the principles of war are:

- Objective.
- Offensive.
- Mass.
- Economy of Force.
- Maneuver.
- Unity of Command.
- Security.
- Surprise.
- Simplicity.

Objective. *Direct every military operation towards a clearly defined, decisive, and attainable objective.*

A nation at war must apply the force necessary to attain the political purpose for which the war is being fought. When the potential purpose is the total defeat of the adversary, then the strategic military objective will be the destruction of the enemy's will to resist, including the unconditional surrender of his armed forces. Strategic objectives cannot be clearly identified and developed, however, until the political purpose has been determined by the

President. Once developed, these objectives must be constantly analyzed and reviewed to ensure that they accurately reflect not only the ultimate political purpose but also any political constraints imposed on the application of military force.

Operational efforts must also be directed toward clearly defined, decisive, and attainable objectives that will achieve the strategic aims. Tactical objectives must achieve operational aims. The selection of objectives is based on the overall mission of the command, the commander's assigned mission, the enemy forces, the means available, and the military characteristics of the operational area. Every commander must understand the overall mission of the higher command, his own mission, and the tasks he must perform. He must communicate clearly his intent to his subordinate commanders.

Offensive. *Seize, retain, and exploit the initiative.*

Offensive action is the most effective and decisive way to pursue and to attain a clearly defined, common goal. This is fundamentally true in the strategic, the operational, and the tactical senses. While it may sometimes be necessary to adopt a defensive posture, this should be only a temporary condition until the necessary means are available to resume offensive operations. An offensive spirit must be inherent in the conduct of all defensive operations—the defense must be an active, not a passive one. Offensive action allows a commander to capture and hold the initiative, maintain freedom of action and achieve results. It permits him to capitalize on the initiative, impose his will on the enemy, select the battlefield, exploit vulnerabilities and react to rapidly changing situations and unexpected developments. The side that retains the initiative through offensive action forces the foe to react.

Mass. *Concentrate combat power at the decisive place and time.*

In the strategic context, this principle suggests that the nation should commit, or be

prepared to commit, national power to those regions where the threat to vital security interests is greatest. For the United States, which has global security interests, the accurate and timely determination of the largest and most likely threats to vital national interests is becoming increasingly more difficult. In today's volatile world, the nature and source of threat often change in dramatic fashion. Military strategists have to anticipate the most likely areas of concern and to develop suitable contingency plans. Since every possible contingency cannot be anticipated, Army planners must retain flexibility of thought.

In the operational and tactical dimensions, superior combat power must be concentrated at the decisive place and time in order to achieve decisive results. This superiority results from the proper combination of the elements of combat power at a place and a time and in a manner of the commander's choosing in order to neutralize or destroy the enemy. The massing of forces and firepower, together with the proper application of other principles of war, may enable numerically inferior forces to win battles and campaigns.

Economy of Force. *Allocate minimum essential combat power to secondary efforts.*

As a reciprocal of the principle of mass, economy of force in the strategic dimension suggests that, in the absence of unlimited resources, a nation may have to accept risks in areas where vital national interests are not immediately at stake. If the nation must focus on a primary threat, it should not be diverted towards lesser threats. This choice involves risk, requires astute strategic planning and judgment by political and military leaders, and again requires flexibility of thought.

In the operational and tactical dimensions, the principle of economy of force requires that minimum means be employed in secondary areas. It requires the acceptance of prudent risks in selected areas in order to achieve superiority in the area where decision

is sought. Economy-of-force missions may require the forces employed to attack, to defend, to delay, or to conduct deception operations.

Maneuver. Place the enemy in a position of disadvantage through the flexible application of combat power.

Given the global nature of US interests and the dynamic character of the international scene, strategic mobility is critical. In order to react promptly and to concentrate and to project power, strategic airlift and sealift are essential. Maneuver within the theater of operations focuses maximum strength against a crucial enemy weakness or vulnerability and thereby gains the advantage.

Maneuver is an essential element of combat power. It is the means by which the commander accepts battle, declines battle, and exploits tactical success. Maneuver helps to sustain the initiative, to exploit success, to preserve freedom of action, and to reduce vulnerability. The object of maneuver is to concentrate or to disperse forces in a manner designed to place the enemy at a disadvantage, thus achieving results that would otherwise be more costly in men and materiel. At all levels, successful application of this principle requires not only fire and movement, but also flexibility of thought, plans, and operations, and the considered application of the principles of mass and economy of force.

Unity of Command. For every objective, ensure unity of effort under one responsible commander.

At the national level, the Constitution provides for unity of command by appointing the President as the Commander in Chief of the armed forces. The President is assisted in this role by the national security organization, which includes the Secretary of Defense and the Joint Chiefs of Staff at the strategic level, and the unified and specified commands and joint task forces at the operational levels.

Unity of command helps to focus effort on a common goal. At the strategic level, this common goal equates to the political purpose of the United States and the broad strategic objectives which flow therefrom.

In both the operational and tactical dimensions, military forces should be employed to develop their full combat power, which requires unity of command. Coordination may be achieved by cooperation; it is, however best achieved by vesting a single commander with the requisite authority over all forces employed in pursuit of a common goal.

Security. Never permit the enemy to acquire an unexpected advantage.

Security reduces friendly vulnerability to hostile acts, influence, or surprise. At the strategic level, security requires that active and passive measures be taken to protect the United States and its armed forces against espionage, subversion, and strategic intelligence collection.

Security is also necessary in planning and conducting campaigns. Security measures, however, should not be allowed to interfere with flexibility of thought and action, since rigidity and dogmatism increase vulnerability to enemy surprise. Thorough knowledge and understanding of enemy strategy, tactics, and doctrine, and detailed staff planning can improve security and reduce vulnerability to surprise.

At the tactical level, security is essential to the protection and husbanding of combat power. Security results from the measures taken by a command to protect itself from surprise, observation, detection, interference, espionage, sabotage, or annoyance. Security may be achieved through the establishment and maintenance of protective measures against hostile acts or influence; or it may be assured by deception operations designed to confuse and dissipate enemy attempts to interfere with the force being secured. Risk is an inherent condition in war; application of

the principle of security does not suggest overcautiousness or the avoidance of calculated risk.

Surprise. *Strike the enemy at a time or place, or in a manner, for which he is unprepared.*

Rapid advances in strategic surveillance technology make it increasingly more difficult to mask mobilization or movement of manpower and equipment. This problem is compounded in an open society such as the United States, where freedom of the press is assured. However, the United States can achieve a degree of surprise due to its strategic deployment capability. The rapid deployment of US combat forces into a crisis area can forestall the plans of an enemy.

Surprise at the operational and tactical levels can decisively affect the outcome of battles. With surprise, success out of proportion to the effort expended may be obtained. Surprise results from attacking an enemy where, when, or in a manner for which he is unprepared. It is not essential that the enemy be taken unaware, but only that he become aware too late to react effectively. Factors contributing to surprise include alacrity, employment of unexpected factors, effective intelligence, deception operations, variations of tactics and methods of operation, and operations security.

Simplicity. *Prepare clear, uncomplicated plans and clear, concise orders to ensure thorough understanding.*

Guidance, plans, and orders should be as simple and direct as possible. Simplicity of plans and instructions contributes to successful operations. Direct, simple plans, and clear, concise orders are essential to reduce the chances for misunderstanding and confusion. Other factors being equal, a simple plan executed promptly is preferred over a complex plan executed later.

Application

The principles of war are interdependent. No single principle can be blindly observed to the exclusion of the others; none can assure victory in battle without reinforcement from one or more of the others. Indeed, the military forces of each nation conduct operations on the basis of operational concepts which are derived from combinations of principles. For example, an operational concept deriving from a combination of offense, mass, surprise, and maneuver might suggest a military force using large numbers of swiftly moving armored forces, whose dominant mode of operation is to overwhelm, disrupt, and destroy, using surprise and maneuver to assist in the execution.

The principles of war are an aid to judgment and analysis. The principles of objective and unity of command, for example, can assist in mission analysis at strategic, operational, and tactical levels. They are also valuable aids in determining the purpose and direction of effort. In a like manner, the principle of simplicity can serve as a measure for the formulation of tasks. The principles of offense, mass, economy of force, maneuver, security, and surprise can assist in the analysis of the situation as well as in the formulation of courses of action. Again, simplicity can serve as the measure against which the courses of action can be compared.

Planning. Planning is essential to the operation of the Army both in preparing for war and in the conduct of war itself. Planning is both a science and an art. As a science it deals with the specifics of manpower, arms, equipment, deployment capabilities, and

monies, both actual and projected. However, since the future cannot be accurately predicted, planning is also an art. As such, it deals in unknowns; as a distillation of military art, the principles of war are particularly valuable as an aid to planning.

Force Planning. As part of the Department of Defense Planning, Programming, and Budgeting System, force planning is an integral part of preparation for war. Force planning stems from requirements derived from national military objectives; combat operations doctrine; resource availability; the mechanics of force structuring and manning; and the research, development, and acquisition of arms and equipment. Successful force planning involves an appreciation of the art of war. Using the principles of war as a frame of reference, the force planner can better appreciate the usefulness of the designed force on the battlefield.

Operation Planning. Prepared by the commanders of unified and specified commands and their subordinate forces in response to requirements established by the Joint Chiefs of Staff, operation plans are developed for the conduct of military operations. Operation plans consist of deployment plans, which focus on the strategic mobility problem, and campaign plans, which focus on effectively employing military resources once they have arrived within the theater. Operation plans are designed to identify appropriate courses of action. Application of the principles of war to the joint operation planning process makes the plans simpler and more practical and provides a direct link to actual execution of the battlefield.

The Total Force

In national security planning, US active and reserve component forces and allied forces are conceived as an entity, the Total Force. This force has a military effectiveness

greater than the sum of its separate parts. In practical terms, this means that the Department of Defense and the individual Services consider the capabilities of these forces, both in primary and alternate roles, when structuring US forces or planning their employment. Total Force planning, budgeting, and operations can increase employment options for specific weapon systems, expand the effective roles of Reserve and National Guard forces, take allied defense efforts more fully into account, and promote interservice and intra-alliance support.

Within the Army, this policy is reflected as a Total Army bond among the Active Army, Army National Guard, Army Reserve, and the civilian work force. It is expressed in the balance of our force structure and in equipment modernization programs. Total Army planning reflects active cooperation and affiliation between active and reserve component units. It increases the mobilization potential of reserve units and insures their timely availability in wartime.

Civilians are a large and important part of the Total Army who occupy positions critical to the Army's mission. Only through the integrated efforts of dedicated civilians and soldiers can the Army accomplish its mission and make the most effective use of its resources. Many officers and enlisted persons will supervise civilian employees sometime during their careers. Similarly, many civilians will supervise soldiers. While there are fundamental differences between civilians and soldiers, there are commonalities of mission, professional values, and ethics. By focusing on these commonalities, Army leaders can create and sustain a "Total Army team" dedicated to mission accomplishment.

Force Readiness

A continuing capability to fulfill the Army's mission demands readiness. Readiness

ness includes factors of mobility, flexibility, and staying power.

Mobility. Mobility implies readiness to move rapidly to the scene of action and to anticipate the requirement for forward deployment in critical areas, as well as the capability to move tactically on the battlefield. The tactical dimension of mobility requires that weapons, their carriers or platforms, personnel, supporting munitions, and materiel be capable of rapid and responsive movement. This movement must be accomplished under any conditions of visibility and weather, over any type of terrain, on or above the surface of the earth, in order to apply force on the enemy at decisive times and places and to avoid, confuse, or counter the enemy's efforts.

Flexibility. When the United States and its allies are faced with aggression, or the threat of aggression, the nation must be able to call on its military establishment for forces suited in type and degree to appropriate levels of conflict. The Army must be able to operate effectively with a wide variety of weapons, organizations, and tactics so that decisions on the use of forces may be based on broad national and allied interests and values rather than limited by the force structure. Flexibility also requires that, with some exceptions, no major unit be limited by organization, training, or equipment to operations in a specific area or under special conditions. The division, the basic tactical maneuver unit, is a combined arms integrated maneuver element of a fighting corps. For reasons of flexibility, the Army consists of a mix of heavy and light divisions and separate brigades. Support forces at echelons above division are tailored to meet the peculiar requirements of specific division missions and areas of conflict. Proper task organization of all elements within divisions, and concentration of the full range of capabilities at echelons above division are essential to maintaining requisite flexibility for worldwide contingencies.

Staying Power. Commanders must anticipate severe personnel and equipment casual-

ties, restricted mobility, constrained logistic resupply capabilities and reduced reaction times. The side which can best sustain combat operations and retain its combat effectiveness is likely to win. Throughout the conflict, combat engagements will often be quick, intense, destructive, and decisive. Therefore, the Army's concept of sustained land combat embraces:

- Development of modern and properly balanced combat, combat support, and combat service support forces which will give us the greatest opportunity for victory. These forces must be able to conduct joint and combined combat operations over extended frontages for lengthy periods of time without significant initial reinforcement other than by tactical air forces.
- Maintenance of a strong continental base to support these forces.
- Readiness for timely response to any mission—from land warfare by forward-deployed forces to selective contingency operations in a jungle or desert environment, from armored and mechanized infantry combat to special operations and amphibious or airborne assaults.

Nuclear, Biological, and Chemical Warfare

Nuclear, biological, and chemical warfare are linked conceptually only to distinguish the weapons involved and their effects from conventional explosives. These weapons may be encountered throughout the spectrum of conflict. While their use is most likely in general war, it may be initiated by an enemy in limited war or in low intensity conflict. For each of these three types of weapons, the

United States has separate and distinct national policies.

Nuclear Warfare. The fundamental policy of the United States on nuclear warfare is to deter it by means of a strong US nuclear warfare capability. This deterrent policy, however, does not preclude the first use of nuclear weapons by US forces in defense of vital national interests. The United States would seek to terminate nuclear war on terms acceptable to the United States and its allies at the lowest possible level of nuclear exchange.

Biological Warfare. The United States has renounced the development and maintenance of an offensive biological capability and relies on other US military capabilities to deter other nations from using biological weapons. This policy, established in November 1969, resulted in the subsequent dismantling of the US offensive capability for biological warfare and the ratification of the Biological Warfare Convention, an inter-

national treaty outlawing the production, stockpiling, and development of biological weapons. US forces are prohibited from using biological weapons in war, but they must be trained and equipped to defend against their use by an enemy.

Chemical Warfare. The national policy of the United States on chemical warfare is to deter it by developing and maintaining a retaliatory chemical warfare capability and an adequate defensive posture, while seeking international agreement to prohibit chemical weapons use. This policy precludes the first use of lethal and incapacitating chemical weapons by US forces. Retaliation in kind is recognized in the reservations made by most of the signatories of the Geneva Protocol of 1925, an international treaty banning the use of chemical weapons in war. The Protocol was ratified by the United States in 1975. US forces are prohibited from the first use of chemical weapons in war, but they must be trained and equipped to survive first use by other nations and be ready to retaliate.



The Profession of Arms

Introduction

The men and women serving in today's Army are members of a proud profession long in history and rich in heritage and tradition. Military service, over the long sweep of time, has been profoundly affected by great changes in human and scientific affairs—changes which have had dramatic impact on the nature and substance of the military professional's role.

While human and scientific advances have changed the technical skills required of modern soldiers, the essential leadership traits (discussed in FM 100-5, *Operations*) required of the military professional today are the same as those in the days of George Washington, Philip Sheridan, John J. Pershing, or Dwight D. Eisenhower. Similarly, the fundamental principles of war that have guided the fighting man in battle have not changed. They remain essential principles for the American military.

Sound leadership and the principles of war, however, are insufficient for an Army charged with such an awesome responsibility as is ours—they alone cannot provide the foundation for a modern US Army in its service to the nation. Rather, leadership and the principles of war must be harnessed to professional values—tenets such as Duty,

Honor, Country—that are consistent with the larger moral, spiritual, and social values upon which our nation was founded. These values are truth, life, liberty, pursuit of happiness, justice and fairness, peace and security, equality of opportunity, and responsibility. They define the fundamental character of our nation, and to a great extent, that of the other democratic nations of the world. In essence, they provide the basic moral justification for the armed forces. Since the Army's function is to protect the nation and these values, the Army's ethic must be consistent with the national will, purpose, and ethic from which it flows.

The recognition of this linkage is formally affirmed in the Oath of Commission or Oath of Enlistment each soldier takes upon entry into military service. Each has pledged "to support and defend the Constitution of the United States." This oath, taken without reservation and regardless of personal sacrifice, is a formal and public recognition of the commitment to a professional ethic that distinguishes soldiers in American society. This oath is as real as the wearing of the Army uniform.

There are many values which Americans profess, and which guide the American way of life. In a society committed to "life, liberty, and the pursuit of happiness," it can be no other way. One of the strengths of our nation is our cultural diversity, and the contributions to our nation by those of widely differing cultural heritage are legion. There

are certain core values, however, that must be inculcated in members of the US Army—soldier and civilian alike. These are not the only values that should make up our character, but they are ones that are central to the military profession and should guide our lives as we serve the nation. We call these values—Loyalty, Duty, Selfless Service, and Integrity—the “professional Army ethic.” These are the essential values that must govern our behavior. They apply in peacetime as well as in wartime, for the institution as well as for individual soldiers. They promote mutual understanding between all soldiers and the nation they are committed to serve. Therefore, although personal values or religious beliefs may vary from soldier to soldier, those core values in the Army ethic form the bedrock of the military profession and must be understood and accepted at every level of the Army—from the private on guard duty to the general officer testifying before Congress.

The Professional Army Ethic

A profession is a calling which demands of its members specialized knowledge and skills, established ethical and professional standards, and intensive preparation. As a profession dealing with the very survival of the nation, the Army requires its members to embrace a professional ethic.

The professional Army ethic articulates our values, and applies to all members of the Department of the Army, active and reserve. The ethic sets the moral context for the Army in its service to the nation and inspires the sense of purpose necessary to preserve the nation even by the use of military force. From the moral values of the Constitution to the harsh realities of the battlefield, the

professional Army ethic espouses resolutely those essential values that guide the way we live our lives and perform our duties.

Loyalty to the nation, to the Army, and to the unit is essential. The oath we take requires loyalty to the nation and involves an obligation to support and defend the Constitution of the United States. Loyalty to the Army means supporting the military and civilian chain of command. This demands total adherence to the spirit and letter of the lawful order. Loyalty to the unit is an expression of the obligation between those who lead, those who are led, and those who serve alongside the soldier. This obligation includes devotion to the welfare of one’s comrades. It also produces dedication and pride in the unit, fosters cohesion, and engenders a sincere concern for the well-being of fellow soldiers.

Duty is obedience and disciplined performance, despite difficulty or danger. It is doing what should be done when it should be done. Duty is a personal act of responsibility manifested by accomplishing all assigned tasks to the fullest of one’s capability, meeting all commitments, and exploiting opportunities to improve oneself for the good of the group. Duty requires each of us to accept responsibility not only for our own actions, but also for the actions of those entrusted to our care.

Selfless Service puts the welfare of the nation and the accomplishment of the mission ahead of individual desires. All who serve the nation must resist the temptation to pursue self-gain, personal advantage, and self-interests ahead of the collective good. What is best for the nation comes before personal interests. The military cannot function to the best of its ability if its members become a collection of self-serving individuals. Selfless service leads to teamwork where motives of self-gain are subordinated to the collective good of those whom we serve. Military service demands the willingness to sacrifice, even if it means giving one’s life in defense of the nation.

Integrity is the thread woven through the fabric of the professional Army ethic. Integrity means honesty, uprightness, and the avoidance of deception. It also means steadfast adherence to standards of behavior. Integrity demands a commitment to act according to the other values of the Army ethic. It is the basis for the trust and confidence that must exist among members of the Army. Further, integrity is demonstrated by propriety in our personal lives. Integrity means that our personal standards must be consistent with the professional values we espouse. To compromise personal integrity means to break the bonds of trust upon which leadership relies.

Individual Values

By instilling four individual values within each soldier and Army civilian we can strengthen the professional Army ethic. These four values are commitment, competence, candor, and courage.

Commitment means people dedicated to serving their nation who are proud members of the Army. Patriotism and esprit de corps are the hallmarks associated with commitment. Serving with commitment may ultimately require a willingness to risk one's life in defense of our nation. On a daily basis, commitment to the unit is also important. Each of us is a member of a team. This team only functions well when all players execute their assignments. All members must be committed to working as members of a team and must realize that others depend on them.

Competence is finely-tuned proficiency. Crews, squads, and sections can only function effectively if the members know their jobs, and do their best, and have developed their abilities to the utmost. Thus, competence is a required element for success on the battlefield. The increasing complexity of our weapons and other systems demands a high

level of proficiency. Competence is also important because when people are part of a unit composed of well-trained and dedicated professionals, they gain confidence, pride, and unit esprit.

Candor is honesty and fidelity to the truth. There is no time in combat to verify reports, question the accuracy of information, or wonder about the reliability of equipment. Consequences are too important, and time too short, to communicate anything but the truth—people's lives are at stake. Candor, however, is not essential only in combat. Soldiers must at all times demand honesty and candor from themselves and from their fellow soldiers. Otherwise, we will not be able to live up to the professional Army ethic.

Courage is the ability to overcome fear and carry on with the mission. Courage makes it possible for soldiers to fight and win. American history is replete with examples of valor by brave soldiers who accomplished the seemingly impossible. Ask them and they will tell you that they were just as afraid as the next soldier, but managed to overcome their fear. Courage, however, transcends the physical dimension. Moral courage, the courage of one's convictions, is equally important. It takes a different kind of courage to stand up for what is morally right, particularly when others may want to act out of experience or self interest. An important aspect of duty is the courage of each of us to persevere in what we know is right and not make it easy for friends, peers, comrades, or superiors to do the wrong thing. Our professional ethic and individual values or moral principles must not be compromised because of the situation or circumstances.

Pride and Esprit de Corps

A well-trained, well-led military force will develop pride and esprit de corps. These essential characteristics lead to cohesion and

bonding. Leaders foster esprit de corps and cohesion by ensuring soldiers know the unit's mission and its importance. Leaders establish strong bonding with those entrusted to them by setting personal as well as professional examples of excellence and by unequivocal demonstration of their own commitment, competence, candor, and courage. Every unit makes its unique contribution to the Army and every unit's mission is important to the

Army's success. A unit that has esprit knows its own worth and its value to the Army. Mission accomplishment relies on people doing their jobs to the best of their ability and on solid, caring mentoring by leaders at all levels. Taking pride as we demonstrate loyalty, duty, selfless service, and integrity—the professional Army ethic—is essential to building unit esprit and to maintaining an effective fighting force.

In Summary

The Army's primary task is to deter war by being prepared to fight and win on the battlefield. Yet fulfilling this task requires that the Army be a value-centered institution with a moral justification rooted in the fundamental principles cherished by all freedom loving peoples, and upon the values stated in our Constitution. Consequently, the Army must be composed of professionals who understand and practice the values of the

professional Army ethic and the supporting individual values of courage, commitment, candor, and competence. The challenge facing the Army today is that somewhere, sometime, the success or failure of critical national policies will once again rest on the professionalism of well-trained, well-led soldiers. The Army of the United States of America must stand ready to meet that challenge.



By Order of the Secretary of the Army

JOHN A. WICKHAM, JR.
General, United States Army
Chief of Staff

Official

ROBERT D. DILWORTH
Brigadier General, United States Army
The Adjutant General

DISTRIBUTION

Active Army, ARNG, and USAR. To be distributed in accordance with DA Form 12-11A requirements for The Army.

Additional copies can be requisitioned from the Commander, US Army Publications Center, 2800 Eastern Boulevard, Baltimore MD 21220-2896.

