

Chapter 5

Combat Power

This chapter discusses combat power. It first discusses the elements of combat power. The next section covers the six warfighting functions: command and control, movement and maneuver, intelligence, fires, sustainment, and protection. Lastly, the chapter discusses the means of organizing combat power.

THE ELEMENTS OF COMBAT POWER

5-1. **Combat power is the total means of destructive, constructive, and information capabilities that a military unit or formation can apply at a given time.** Operations executed through simultaneous offensive, defensive, stability, or DSCA operations require the continuous generation and application of combat power. To an Army commander, Army forces generate combat power by converting potential into effective action. Combat power includes all capabilities provided by unified action partners that are integrated and synchronized with the commander's objectives to achieve unity of effort in sustained operations.

5-2. To execute combined arms operations, commanders conceptualize capabilities in terms of combat power. Combat power has eight elements: leadership, information, command and control, movement and maneuver, intelligence, fires, sustainment, and protection. The elements facilitate Army forces accessing joint and multinational fires and assets. The Army collectively describes the last six elements as warfighting functions. Commanders apply combat power through the warfighting functions using leadership and information. (See figure 5-1.)

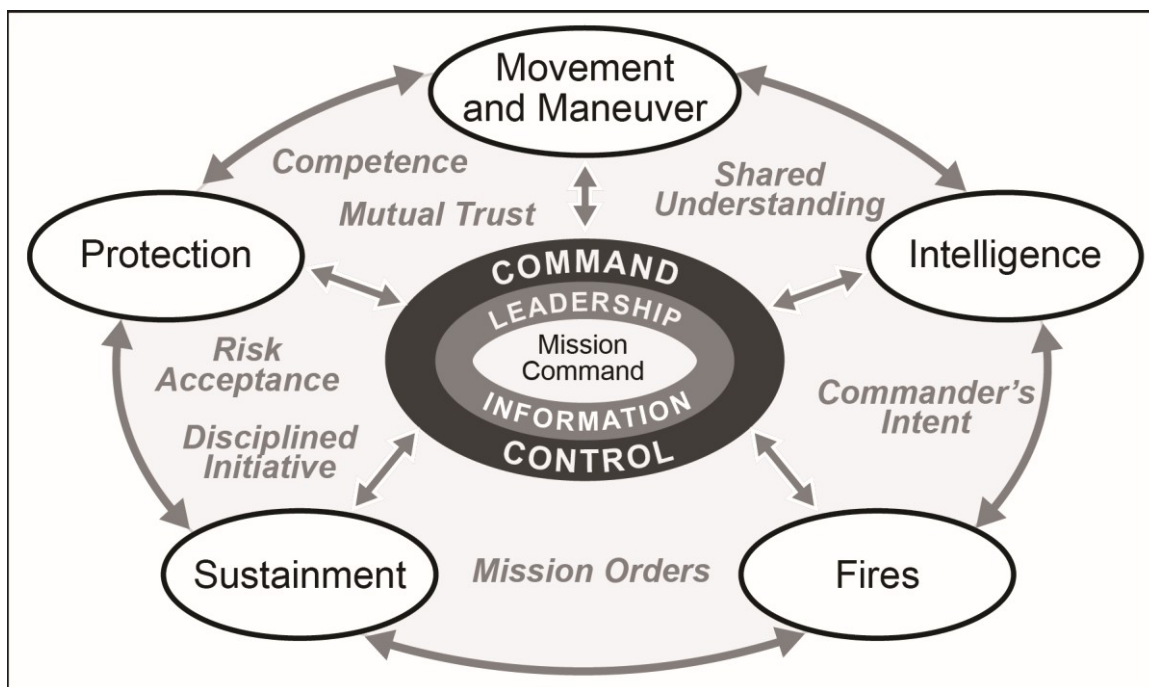


Figure 5-1. The elements of combat power

5-3. Generating and maintaining combat power throughout an operation is essential. Factors that contribute to generating and maintaining combat power include reserves, force rotation, network viability, access to cyberspace and space enablers, and joint support. Commanders balance the ability to mass lethal and nonlethal effects with the need to deploy and sustain the units that produce those effects. They balance the ability to accomplish the mission with the ability to project and sustain the force.

5-4. Commanders apply leadership through mission command. Leadership is a multiplying and unifying element of combat power. The Army defines *leadership* as the activity of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization (ADP 6-22). An Army commander, by virtue of assumed role or assigned responsibility, inspires and influences people to accomplish organizational goals. (See ADP 6-22 for a detailed discussion of Army leadership.)

5-5. Information enables commanders at all levels to make informed decisions about the application of combat power and achieve definitive results. Knowledge management enables commanders to make informed, timely decisions under ambiguous and time-constrained conditions. Information management helps determine what among the vast amounts of information available is important. Information management uses procedures and information systems to facilitate collecting, processing, storing, displaying, disseminating, and protecting knowledge and information.

5-6. Commanders and their units must coordinate what they do, say, and portray. Fundamental to this coordination is the development of information themes and messages. An information theme is a unifying or dominant idea or image that expresses the purpose for military action. A *message* is a narrowly focused communication directed at a specific audience to support a specific theme (JP 3-61). Themes and messages are tied to objectives, lines of effort, and end state conditions. Information themes are overarching and apply to capabilities of public affairs, military information support operations, and audience engagements. Commanders employ themes and messages as part of planned activities designed to influence foreign audiences in support current or planned operations.

5-7. Every operation involves cyberspace electromagnetic activities. ***Cyberspace electromagnetic activities is the process of planning, integrating, and synchronizing cyberspace and electronic warfare operations in support of unified land operations.*** (This is also known as CEMA.) *Cyberspace operations* is the employment of cyberspace capabilities where the primary purpose is to achieve objectives in or through cyberspace (JP 3-0). *Electronic warfare* is military action involving the use of electromagnetic and directed energy to control the electromagnetic spectrum or to attack the enemy (JP 3-13.1).

5-8. Army cyberspace and electronic warfare operations are conducted to seize, retain, and exploit advantages in cyberspace and the electromagnetic spectrum. These operations support decisive action through the accomplishment of six core missions: offensive cyberspace operations, defensive cyberspace operations, DOD information network operations, electronic attack, electronic protection, and electronic warfare support. Commanders and staffs perform cyberspace electromagnetic activities to project power in cyberspace and the electromagnetic spectrum; secure and defend friendly force networks; and protect personnel, facilities, and equipment. Spectrum management operations are a critical enabler of integrated cyberspace operations and electronic warfare. (See FM 3-12 for a discussion of cyberspace operations and electronic warfare.)

THE SIX WARFIGHTING FUNCTIONS

5-9. A ***warfighting function*** is a group of tasks and systems united by a common purpose that commanders use to accomplish missions and training objectives. Warfighting functions are the physical means that tactical commanders use to execute operations and accomplish missions assigned by superior tactical- and operational-level commanders. The purpose of warfighting functions is to provide an intellectual organization for common critical capabilities available to commanders and staffs at all echelons and levels of warfare. Commanders integrate and synchronize these capabilities with other warfighting functions to accomplish objectives and missions.

5-10. All warfighting functions possess scalable capabilities to facilitate lethal and nonlethal effects. All the functions implement various systems such as personnel and networks to integrate forces and synchronize activities. Commanders should remember that cyber-related platforms that support integration and

synchronization must be protected and defended. Combined arms operations use the capabilities of each function, along with leadership and information, in complementary and reinforcing capabilities.

COMMAND AND CONTROL WARFIGHTING FUNCTION

5-11. The *command and control warfighting function* is the related tasks and a system that enable commanders to synchronize and converge all elements of combat power. The primary purpose of the command and control warfighting function is to assist commanders in integrating the other elements of combat power (leadership, information, movement and maneuver, intelligence, fires, sustainment, and protection) to achieve objectives and accomplish missions. The command and control warfighting function consists of the command and control warfighting function tasks and the command and control system. (See figure 5-2.)



Figure 5-2. Command and control warfighting function

5-12. The command and control warfighting function tasks focus on integrating the activities of the other elements of combat power to accomplish missions. Commanders, assisted by their staffs, integrate numerous processes and activities within their headquarters and across the force through the command and control warfighting function. These tasks are—

- Command forces.
- Control operations.
- Drive the operations process.
- Establish the command and control system.

MOVEMENT AND MANEUVER WARFIGHTING FUNCTION

5-13. The *movement and maneuver warfighting function* is the related tasks and systems that move and employ forces to achieve a position of relative advantage over the enemy and other threats. Direct fire and close combat are inherent in maneuver. The movement and maneuver warfighting function includes tasks associated with force projection. Movement is necessary to disperse and displace the force as a whole or in part when maneuvering. Maneuver directly gains or exploits positions of relative advantage. Commanders use maneuver for massing effects to achieve surprise, shock, and momentum. Effective maneuver requires close coordination of fires and movement. Both tactical and operational maneuver require sustainment support. The movement and maneuver warfighting function includes these tasks:

- Move.
- Maneuver.
- Employ direct fires.
- Occupy an area.

- Conduct mobility and countermobility.
- Conduct reconnaissance and surveillance.
- Employ battlefield obscuration.

5-14. The movement and maneuver warfighting function does not include administrative movements of personnel and materiel. Those movements fall under the sustainment warfighting function. (See ADP 4-0 for a discussion of force projection.)

INTELLIGENCE WARFIGHTING FUNCTION

5-15. The *intelligence warfighting function* is the related tasks and systems that facilitate understanding the enemy, terrain, weather, civil considerations, and other significant aspects of the operational environment. Other significant aspects of an operational environment include threats, adversaries, and operational variables, which vary with the nature of operations. The intelligence warfighting function synchronizes information collection with primary tactical tasks of reconnaissance, surveillance, security, and intelligence operations. Intelligence is driven by commanders, and it involves analyzing information from all sources and conducting operations to develop the situation. The Army executes intelligence, surveillance, and reconnaissance through operations and intelligence processes, with an emphasis on intelligence analysis and information collection. The intelligence warfighting function includes these tasks:

- Provide intelligence support to force generation.
- Provide support to situational understanding.
- Conduct information collection.
- Provide intelligence support to targeting and information capabilities.

5-16. The intelligence warfighting function executes the tasks needed to prepare intelligence support to all echelons deployed within a theater of operation. There are three core tasks. First, the staff establishes and builds an intelligence architecture. Second, the staff builds the knowledge base needed to understand an operational environment through coordination and collaboration with regionally aligned forces using the theater military intelligence brigade. Building the knowledge to understand an operational environment includes connecting the intelligence architecture to theater information systems. Last, the staff supports engagement, develops context, and builds relationships through the successful conduct of intelligence operations; intelligence analysis; and intelligence processing, exploitation, and dissemination. (See ADP 2-0 for a discussion of the intelligence warfighting function and setting the theater.)

FIRES WARFIGHTING FUNCTION

5-17. The *fires warfighting function* is the related tasks and systems that create and converge effects in all domains against the adversary or enemy to enable operations across the range of military operations (ADP 3-0). These tasks and systems create lethal and nonlethal effects delivered from both Army and joint forces, as well as other unified action partners. The fires warfighting function does not wholly encompass, nor is it wholly encompassed by, any particular branch or function. Many of the capabilities that contribute to fires also contribute to other warfighting functions, often simultaneously. For example, an aviation unit may simultaneously execute missions that contribute to the movement and maneuver, fires, intelligence, sustainment, protection, and command and control warfighting functions.

5-18. Commanders must execute and integrate fires, in combination with the other elements of combat power, to create and converge effects and achieve the desired end state. Fires tasks are those necessary actions that must be conducted to create and converge effects in all domains to meet the commander's objectives. The tasks of the fires warfighting function are—

- Execute fires across the five domains and in the information environment, employing—
 - Surface-to-surface fires.
 - Air-to-surface fires.
 - Surface-to-air fires.
 - Cyberspace operations and electronic warfare.

- Space operations.
- Multinational fires.
- Special operations.
- Information operations.
- Integrate Army, multinational, and joint fires through—
 - Targeting.
 - Operations process.
 - Fire support planning.
 - Airspace planning and management.
 - Electromagnetic spectrum management.
 - Multinational integration.
 - Rehearsals.

The fires tasks are discussed further in ADP 3-19.

SUSTAINMENT WARFIGHTING FUNCTION

5-19. The sustainment warfighting function is one of the eight elements of combat power: leadership, information, command and control, movement and maneuver, intelligence, fires, sustainment, and protection. **The sustainment warfighting function is the related tasks and systems that provide support and services to ensure freedom of action, extended operational reach, and prolong endurance.** Sustainment determines the depth and duration of Army operations. Successful sustainment enables freedom of action by increasing the number of options available to the commander. Sustainment is essential for retaining and exploiting the initiative. The sustainment warfighting function consists of four elements:

- Logistics.
- Financial management.
- Personnel services.
- Health service support.

(See ADP 4-0 for additional information on the sustainment warfighting function.)

Logistics

5-20. *Logistics* is planning and executing the movement and support of forces. It includes those aspects of military operations that deal with: design and development; acquisition, storage, movement, distribution, maintenance, and disposition of materiel; acquisition or construction, maintenance, operation, and disposition of facilities; and acquisition or furnishing of services (ADP 4-0.) The explosive ordnance disposal tasks are discussed under the protection warfighting function. Army logistics elements are maintenance, transportation, supply, field services, distribution, operational contract support, and general engineering. (See FM 4-95 for additional information on logistics.)

Financial Management

5-21. Financial management leverages fiscal policy and economic power across the range of military operations. Financial management encompasses finance operations and resource management. (See FM 1-06 for additional details on financial management.)

Personnel Services

5-22. *Personnel services* are sustainment functions that man and fund the force, maintain Soldier and Family readiness, promote the moral and ethical values of the Nation, and enable the fighting qualities of the Army (ADP 4-0). Personnel services include planning, coordination, and sustaining personnel efforts at the operational and tactical levels. Personnel services include human resources support, legal support, religious support, and band support. (See ATP 1-19, FM 1-0, FM 1-04, and FM 1-05 for additional information on personnel services.)

Health Service Support

5-23. Army Health System support includes both health service support and force health protection which are critical capabilities embedded within formations across all warfighting functions. The force health protection mission falls under the protection warfighting function. (See ADP 3-37 for more information on the force health protection mission. See FM 4-02 for more information on health service support and the Army Health System.)

5-24. Health service support encompasses all support and services performed, provided, and arranged by the Army Medical Department to promote, improve, conserve, or restore the behavioral and physical well-being of Army personnel and as directed, unified action partners. Health service support includes casualty care, which encompasses a number of medical functions, including—

- Medical treatment (including organic and area medical support).
- Hospitalization.
- Dental care (including treatment aspects).
- Behavioral health and neuropsychiatric treatment.
- Clinical laboratory services.
- Treatment of chemical, biological, radiological, and nuclear patients.
- Medical evacuation (including medical regulating).
- Medical logistics (including blood management).

Protection Warfighting Function

5-25. The ***protection warfighting function*** is the related tasks and systems that preserve the force so the commander can apply maximum combat power to accomplish the mission. Commanders incorporate protection when they understand and visualize threats and hazards in an operational environment. This allows them to synchronize and integrate all protection capabilities to safeguard bases, secure routes, and protect forces. Preserving the force includes protecting personnel (combatants and noncombatants) and physical assets of the United States, unified action partners, and host nations. The protection warfighting function enables the commander to maintain the force's integrity and combat power. Protection determines the degree to which potential threats can disrupt operations to counter or mitigate those threats before they can act. However, protection is not a linear activity—planning, preparing, executing, and assessing protection is a continuous and enduring activity. Effective physical security measures, like any defensive measures, overlap and deploy in depth. Prioritization of protection capabilities are situationally dependent and resource-informed. Protection activities include developing and maintaining the protection prioritization list.

5-26. The protection warfighting function includes these tasks:

- Conduct survivability operations.
- Provide force health protection.
- Conduct chemical, biological, radiological, and nuclear operations.
- Provide explosive ordnance disposal support.
- Coordinate air and missile defense support.
- Conduct personnel recovery.
- Conduct detention operations.
- Conduct risk management.
- Implement physical security procedures.
- Apply antiterrorism measures.
- Conduct police operations.
- Conduct population and resource control.
- Conduct area security.
- Perform cyberspace security and defense.
- Conduct electromagnetic protection.
- Implement operations security.