

# Director of the School of Advanced Military Studies Responds to "Move It On Over"

The 2000 edition of *Field Manual (FM) 100-5, Operations*, establishes the Army's keystone doctrine for full-spectrum operations. Full-spectrum operations are the range of operations Army forces conduct as part of joint, multinational, and interagency organizations in war and military operations other than war (MOOTW). Within full-spectrum operations, *FM 100-5* recognizes warfighting as the primary focus and most dangerous undertaking of Army forces.

*FM 100-5* expresses the Army's understanding of the contemporary operations environment. It addresses warfighting and the range of operations, both violent and nonviolent, that Army forces will execute in the foreseeable future. It confirms that the nation will continue to call on Army forces to conduct a wide range of operations simultaneously with or beyond the scope of major theater war. It establishes a comprehensive doctrine to be carried out by today's soldiers and leaders with the equipment that is currently or will soon be present in Army units. It reflects the lessons of post-Cold War experience, assessments of techno-

logical advancements, validated concepts of Army experimentation, and an appreciation for proven fundamentals and principles.

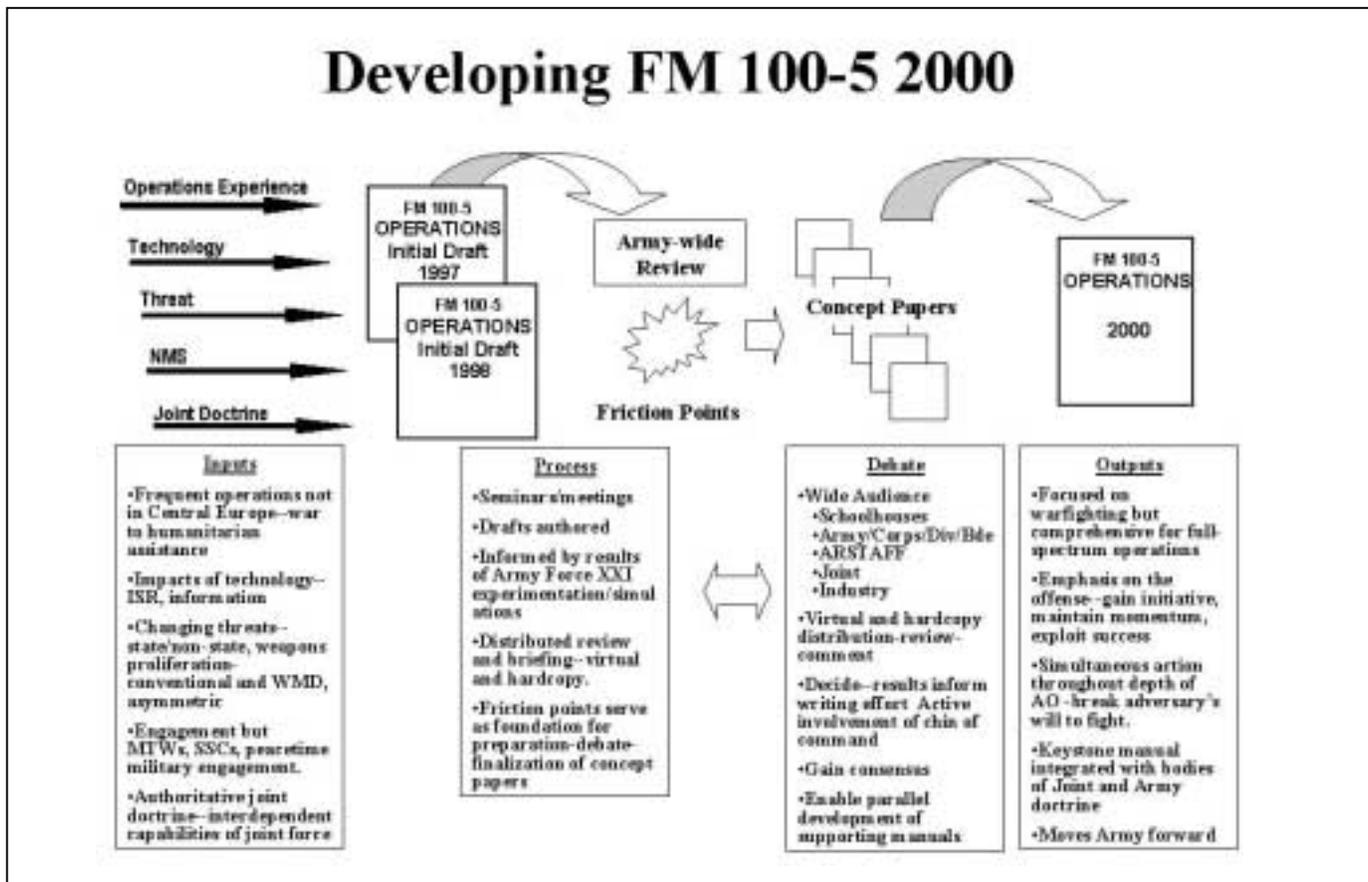
The manual embraces a wide audience — active and reserve components. From battalion through corps to echelons above corps, officers and senior noncommissioned officers must internalize the doctrine and measure it against their own experiences. They must take it apart, figure out what makes it work, and use it. If this doctrine is to be useful, it must be second nature. Full-spectrum operations — especially war — are a tough, complicated business. They demand thought, boldness, creativity, and initiative. They demand discipline and iron will. They require educated judgment and professional competence. Developing these traits begins with each of us being part of the manual development process. It continues as we work to master the fundamental doctrine found within *FM 100-5*.

Within TRADOC, the School of Advanced Military Studies is the Combined Arms Center (CAC) Commanding General's proponent for the manual. Because

of the significance that *FM 100-5* holds for the Army, do not think for one minute that SAMS and CAC are the content and final approval authorities of the manual. Rule Number 1 in the doctrine writing business is that to be doctrine, a manual has to be universally understood, accepted, and applied. Rules 2 through ... read "see Rule Number 1." The Army's chain of command will not permit the manual to see the light of day unless it fulfills Rule 1 and provides the necessary direction to enable Army forces to dominate any enemy, any situation, anywhere.

In the preceding article, General Kirk described a systemic method for developing *FM 100-5*. It is comprehensive with far-ranging inputs and focused outputs. The model is very similar to, if not exactly like, the model currently in use within the Army to develop this edition of the manual. (See figure below.)

The process of writing the next edition began in late-1995 and, to date, has produced an initial draft and a coordinating draft. Inputs include the analysis of Army operational experiences in full-spectrum operations, the impacts of ever-increasing



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information, C2, and weapons technologies on the conduct of operations, the definition of multi-dimensional threats, the contemporary National Military Strategy, and the authoritative direction of a constantly expanding body of joint doctrine. Both drafts received wide audiences within and external to the Army. As a result of comments received from the field on the June 1998 coordinating draft, we developed, and the CG TRADOC approved, a writing strategy that continued the writing effort with the preparation and debate of a series of concept papers.

The concept papers tackled several tough issues that surfaced as friction points during review of the manual drafts and several seminars. The field made their voices heard, and we got to work setting the stage for Army-wide discussion and debate on several tough questions. Concept paper topics included the need for a comprehensive, full-spectrum doctrine, the integration of Army and Joint doctrinal concepts, the operational framework, and the relationships between Army operations, training, and leadership doctrines.

We distributed the concept papers hard-copy to an audience of over 170 recipients, including every one of our operational and tactical headquarters to division level. In some, if not all, divisions, the papers were distributed to the brigades and battalions. Distribution also included the proponent schools and centers, the Army Staff, many joint headquarters and doctrine centers, and select defense industries. In addition, we placed the papers on a *FM 100-5* website for access by any interested party within DoD.

Debate of the concept papers has been comprehensive and insightful. It reflects a broad range of Army experience — Korea, Persian Gulf, Bosnia, Kuwait, Kosovo and others, and fulfills several purposes:

- It seeks inputs from the entire Army and leverages the total of Army experiences to inform the writing effort.
- It clarifies doctrinal concepts and provides data points to decide final direction.
- It works to gain consensus on manual content — remember Rule Number 1.
- It enables consistency with joint doctrine and facilitates parallel development of supporting Army doctrine.
- It keeps the writing effort honest by demanding clear and concise expression.

Armed with many inputs and viewpoints, we are currently drafting the chapters for the final draft. As we draft each chapter, we conduct an internal review

within the Command and General Staff College, particularly with the Corps and Division Doctrine Directorate. Once satisfied with content, we then post the chapters on the Internet for virtual collaboration with a circle of subject matter experts within TRADOC, including the Armor Center. When we complete these steps, CAC will then host seminars with broad representation to dissect every word, every concept, and every thread of continuity chapter by chapter.

By the time you read this, you may be able to view the first several chapters on the *FM 100-5* website. If not, it is only because we have yet to post them. After your review, enter the debate — the writing team is only a DSN phone call or email note away. When the debate is finished and the manual is published — read it, digest it, and implement it.

Yes, we limit access to the website. We do so because we did not want the likes of *NorthKorea.com* or *Hussein@iraq.despot* to have immediate access to emerging Army doctrine. Currently, you can read and comment on the concept papers (manual chapters shortly). Call the writing team at DSN 585-3452, and we will provide you a password. One caution — if you read the papers, do not expect to read draft doctrine. You will be reading an essay designed to provoke informed discussion. Read the content, understand the context, draw your conclusions, and state your views.

Several final points on *FM 100-5*:

- Focuses on warfighting with emphasis on offensive action to gain the initiative, maintain momentum, and exploit success.
- Reinforces the warrior ethos of the American soldier. At its core, the warrior ethos grounds itself on the refusal to accept failure. It is about selflessly persevering under the worst of conditions, to fight through those conditions to victory in any environment no matter how long it takes, no matter how much effort is required.

• Is proactive, not passive. It recognizes that the simultaneous actions of Army forces throughout the area of operations coupled with the interdependent capabilities of joint, multinational, and inter-agency organizations produce complementary and reinforcing effects that decisively break an enemy's will to resist.

• Is full spectrum — offense, defense, stability, and support. It recognizes that the ability of Army forces to dominate stability and support operations rests with their ability and credibility to take the fight to the enemy and dominate anyone, anywhere.

- Is fully integrated with joint doctrine.
- Retains time-tested and accepted constructs.

This is the first time in recent *FM 100-5* history that the manual will be published with several very close companions that detail the “how to” of Army operations. These manuals include: *FM 100-7, Decisive Force: The Army in Theater Operations*; *FM 100-10, Combat Service Support*; *FM 100-20, Stability and Support Operations*; and *FM 100-40, Tactics*. At the company, battalion, and brigade levels, *FMs 71-1, 71-2, and 71-3* will be nested with *FMs 100-5, 100-20, and 100-40*. All of these manuals deserve your attention and require your participation in development.

Our soldiers require and deserve the best doctrine of any force in the world. The ongoing *FM 100-5* process within the Army has this requirement as its singular, focused aim. Everyone involved brings his or her unique insights, talents, and experiences to bear. We want and need all of you to take part in this important task — not only as it relates to *FM 100-5* but to the many complementary doctrinal manuals as well. If you remain in the stands and not in the game, you are missing a great opportunity. The *FM 100-5* Writing Team stands ready to receive your comments and help. Send written and electronic correspondence to the following addresses:

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