

LWD 1

THE FUNDAMENTALS OF LAND WARFARE



CHIEF OF ARMY'S MESSAGE

The Army continues to hold a special place in the hearts of our fellow citizens through sacrifice and long service to this country. Every member of today's Army is an heir to, and a custodian of, the legacy of our history. This legacy continues to grow with our soldiers presently deployed across the globe.

Although times and technologies have changed, the fundamental mission of the Australian Army endures: it is to win the land battle in order to defeat our enemies and safeguard the interests of the nation and the lives of our people. To be successful in this mission we must continue to achieve military relevance in an increasingly complex and lethal global environment.

The demands of the contemporary battlespace shape the preparation of the Army. The Hardened and Networked Army (HNA), the Enhanced Land Force (ELF), Adaptive Campaigning and the Australian Soldier of the 21st Century (AS21C) are four initiatives that are intended to ensure that the Army remains poised to produce useful contributions to today's military problems. We must be successful in these endeavours if the Army is to retain the trust of the Australian people and the Government. This can be only achieved if we are able to balance the needs of continuous improvement and development with the pressures created by continuous operations.

To carry out these operations effectively, the Army must be multi-skilled, agile, versatile, adaptable, well trained and doctrinally prepared. Our skills must be second to none. As a small force we need to be smarter than our potential enemies. Because of the diversity of threats we face, and their ability to evolve rapidly, we need to prepare ourselves and the Army to learn quickly 'on-the-job'. Our ability to adapt to changing circumstances more quickly than our enemies is a key factor in continuing operational success. To do this we rely on each soldier being committed to continuous self-development. As well as the efforts of individuals, the adaptability of the Army can be supported by good doctrine which provides useful guidance for today's complex problems.

Doctrine should never be the sterile product of textbook learning. It must encompass the collective wisdom and experience of our most able practitioners, but also promote a 'how to think' rather than 'what to think' philosophy. Good doctrine is dynamic and constantly evolving; it draws from the past to inform the future. It builds on the hard lessons learned by our forebears from ANZAC right through to Somalia, Timor-Leste, Iraq and Afghanistan.

The 2008 edition of *Land Warfare Doctrine 1: The Fundamentals of Land Warfare* (LWD 1) provides the Australian Army with the philosophical guidance for achieving its mission of winning the land battle and thriving in the chaos of the 21st Century. It draws on the feats of our predecessors, but it also is unambiguously forward-looking. LWD 1 represents 'world's best practice' in strategic thinking about land power. It provides relevant doctrine for the future conduct of land operations by the Army in partnership with the Navy and Air Force, as well as with other government agencies, friends and allies. The Army's land forces will be highly mobile, protected, networked and trained and educated to manoeuvre in the contemporary environment. Above all else, the Army will possess the superior leadership and skills that are best guarantors of battle success.

LWD 1 is the capstone doctrine of the Australian Army. It must be studied and understood by all ranks. Equally, it must be examined and debated: we need to be confident we are right. I commend this publication to you. We must all achieve professional mastery over the fundamentals of land warfare.

A handwritten signature in black ink, appearing to read 'P. Leahy', with a long, sweeping underline that extends to the right.

P.F. Leahy, AC
Lieutenant General
Chief of Army

THE ARMY MISSION

The Army's mission is to win the land battle.

THE ARMY VISION

The Army's vision is to become a world-class army, ready to fight and win as part of the Australian Defence Force team, to serve the nation and make Australians proud.

THE ARMY'S ETHOS AND VALUES

The ethos of the Army is that of the soldier serving the nation: mentally and physically tough, and with the courage to win. We fight as part of a team, and are inspired by the ANZAC tradition of fairness and loyalty to our mates. We are respected for our professionalism, integrity, esprit de corps and initiative.

Courage

Initiative

Teamwork

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CHAPTER 1

THE NATURE OF LAND WARFARE

What are the roles and purposes of land forces?

The inherent strength of land warfare is that it carries the promise of achieving decision.¹

INTRODUCTION

- 1.1** War on land is an enduring aspect of human experience and represents the oldest and most decisive form of statecraft.² For 3000 years, organised society has been defined by values derived from territorial consciousness, making land the principal geographical medium on which conflict occurs. The strategic significance of land warfare has been a constant factor in the history of conflict for two reasons. Firstly, the use of a land-based force is an unequivocal action that demonstrates a society's resolve to achieve a decisive political outcome. Secondly, armies retain the unique capacity to capture, occupy and hold terrain and to maintain a continuous presence for as long as required. As the American military strategist Rear Admiral J.C. Wylie once noted, 'the ultimate determinant in war is the man on the scene with the gun'.³
- 1.2** As the most decisive form of statecraft, it follows that war on land is intimately affected by the political environment in which it takes place. Clausewitz observed that 'war should never be thought of as something autonomous but always as an instrument of policy'.⁴ Therefore, politics at all levels (domestic, regional and global) profoundly influence the conduct of land warfare. As an example, domestic popular opinion

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1. Gray, C. S. Dr, European Director, National Institute for Public Policy (United States).
 2. The distinction between 'conflict' and 'war' is one of degree and perception rather than substance, as all war is conflict, yet not all conflict is termed war. War/conflict is a competition using both violent and non-violent means between multiple, diverse actors for influence over the perceptions, behaviours and allegiances of human societies. For the sake of clarity, *LWD 1, Fundamentals of Land Warfare*, 2007, uses the term conflict unless the subject specifically requires war to be discussed.
 3. Wylie, J. C. RADM 1967, *Military Strategy: A General Theory of Power Control*, Naval Institute Press, Annapolis, p. 72.
 4. von Clausewitz, C. 1984, *On War*, Indexed Edition, Howard, M. and Paret, P. (eds), Princeton University Press, Princeton, p. 88.

(particularly in democratic countries) can prompt states to undertake humanitarian intervention operations, as occurred in Somalia in 1992. Equally, regional sensitivities can shape the composition and operational conduct of forces, as occurred in East Timor in 1999. The changing nature of global politics means that a much wider range of actors than was previously the case will be present in the contemporary operational environment, as demonstrated by the ongoing global actions against terrorism.

- 1.3 While political and technological developments change the character of land warfare, its nature, as a violent clash of wills, remains unchanged. This chapter describes the enduring nature of land warfare. It places land warfare in the broader context of a contemporary concept of land power – a concept that emphasises the versatility of the Army in military affairs.

NATURE OF CONFLICT

- 1.4 Conflict is dynamic, unpredictable, difficult to control and, therefore, chaotic. This chaos is the result of the complex interaction of friction, danger, uncertainty and chance – the enduring features of war – and is strongly influenced by human interaction and physical terrain. Success requires comprehension and exploitation of these enduring and variable features.
- 1.5 Clausewitz introduced the notion of the remarkable trinity to describe the threefold interaction of chance, emotion and the pursuit of rational objectives. The remarkable trinity describes political processes that exist everywhere, at every level and rest on human perception. Conflict, as a political process, tends to escape rational control because it generates unpredictable and chaotic behaviour. Warfare and its challenges magnify the interaction between chance, emotion and the pursuit of rational objectives.
- 1.6 Friction, danger, uncertainty and chance will always be present in conflict. As well as these, conflict is influenced by human interaction and physical terrain, also discussed in this chapter.

Friction

- 1.7 The factors that generate friction are enemy action, adverse weather, complex terrain, poor coordination, insufficient or inaccurate information and human error. These factors combine to make even the simplest of actions difficult to accomplish. Initiative, sound leadership, operational

experience and thorough and realistic training mitigate, but never eliminate, friction.

Danger

- 1.8** The danger associated with violence causes fear among combatants and dramatically degrades the efficiency and effectiveness of soldiers and units. Realistic training and strong leadership reduces the negative effects of fear by generating high morale, confidence and resilience.

Uncertainty

- 1.9** Incomplete, inaccurate and often contradictory information about the enemy, the environment and the friendly situation creates uncertainty in conflict – the ‘fog of war’. In the face of this fog, individuals at all levels need to be conditioned to act decisively in the absence of complete information.

Chance

- 1.10** In all situations of conflict, chance creates random and unpredictable events that present a commander with opportunities and threats. Successful exploitation of unanticipated opportunities can increase the effects of chaos on the enemy. To deal with the fleeting opportunities requires devolved authority and responsibility, highly developed analytical skills and creative thinking by all soldiers, and their determination to act.

Human Interaction

- 1.11** In any conflict there are three distinct parties involved: enemy forces, friendly forces and non-combatants. Each of these could comprise numerous groups such as militias, non-state actors, criminals, non-government organisations and security contractors.
- 1.12 Enemy Forces.** Enemy forces, regardless of nationality or motivation, will be creative and determined and will employ different combinations of force, method and technology to achieve their goals. Enemies, by their nature, will try to avoid our strengths, exploit our weaknesses and invalidate our plans. This means that little will proceed as intended, reinforcing the need for versatility, adaptability and agility.
- 1.13 Friendly Forces.** Armies will often operate as part of a coalition with other friendly forces. They may also be required to operate alongside other

government and civilian agencies and organisations. All partners in a coalition are faced with the problem of reconciling their respective strategic objectives with the practical issues of interoperability such as doctrinal compatibility, identification of friendly forces, intelligence sharing, logistic interaction, communication and coordination.

1.14 Non-combatant Parties. Some non-combatants will act only to ensure physical self-preservation or the protection of their interests. Others will be willing participants to help either resolve the conflict or alleviate the suffering of others. Collectively, the parties to a conflict and their interactions constitute a complex human environment. Regardless of their differences, human interaction is marked by free and creative will, political aims, and fear and fallibility.

1.15 Free and Creative Will. Free and creative will is the most important characteristic of human interaction. The will to win and the search for asymmetric advantage leads protagonists to adopt unexpected methods, technologies and approaches. To cope with the unexpected, there is an increasing requirement to retain initiative and freedom of action. These will be based on versatility (the ability to perform a range of tasks), adaptability (the ability to embrace new and unforeseen tasks) and agility (the ability to transition between tasks rapidly).

1.16 Political Aims. All conflict is based on the pursuit of political aims, which may use degrees of armed force to attain certain goals. Violence can destroy a regime or so threaten a population's way of life that it chooses to cease resistance. Violence, however, cannot change people's minds nor gain their support for a political proposition – it can only impose costs on them. Success in conflict, therefore, requires that people be brought into alignment with the victor's political aims.

1.17 Fear and Fallibility. Danger is inherent in conflict and makes protagonists personally fearful. Overcoming fear requires discipline, moral courage and physical courage. Fear is one reason why humans make mistakes. Human fallibility can lead to unintended and unpredicted consequences. Fear and fallibility are drivers of the remarkable trinity and are principal sources of friction, uncertainty and chance.

Terrain

1.18 Despite the influence of technology, terrain will continue to dominate the battlespace. It will be exploited by both sides for offensive and defensive purposes and will largely define the effectiveness of organisations,

weapons and tactics. Advances in technology will tend to lead to both sides seeking to exploit increasingly complex, particularly urban, terrain.

CHARACTERISTICS OF LAND WARFARE

- 1.19** The achievement of victory or defeat on land has been generally synonymous with victory or defeat for the state. Great land powers such as Sparta, Rome, France, Germany and Russia have suffered their most decisive defeats on land. Land operations have also played a critical role in the wars of maritime powers such as Athens, Carthage, Venice, Britain, Japan and the United States. As the maritime strategist Sir Julian Corbett noted, 'since men live upon land and not upon the sea, great issues between nations at war have always been decided – except in the rarest of cases – by what your army can do against your enemy's territory and national life, or else by the fear of what the fleet makes it possible for your army to do'.⁵ Therefore, victory is usually achieved on land.

Prosecuting Land Warfare

- 1.20** The capacity to wage land warfare is a key component of a country's military strength. Land warfare is multidimensional: it involves employment of capabilities from all of the operational environments (land, sea, air, space, the electromagnetic spectrum and cyberspace) to achieve results on land. The multidimensional character of land warfare means that in order to prosecute it successfully, commanders and soldiers must be physically and mentally tough, have the moral courage to gain and retain the initiative, and the intellectual skills to fully understand the context and consequences of their actions. All soldiers must be expert in close combat – the core business of the Army.⁶
- 1.21** The successful conduct of land warfare combines both scientific knowledge and human artistry. War seeks to impose costs on an enemy that are disproportionate to the benefits that might be gained by the

5. Corbett, J. S. 1972, *Some Principles of Maritime Strategy*, Conway Maritime Press, London, p. 14.
6. The Australian Soldier of the 21st Century initiative aims to develop the following nine core behaviours to ensure the land force is postured for success in complex operating environments:
(a) Every soldier is an expert in close combat.
(b) Every soldier is a leader.
(c) Every soldier is physically tough.
(d) Every soldier is mentally prepared.
(e) Every soldier is committed to continuous learning and self-development.
(f) Every soldier is courageous.
(g) Every soldier takes the initiative.
(h) Every soldier works for a team.
(i) Every soldier demonstrates compassion.

continuance of a particular course of action. Therefore, it uses physical means to achieve psychological ends. As such, war is an art. The physical means used represent the science of war. Knowledge of military art and science is fundamental to professional mastery and is discussed in [Chapter 5](#).

- 1.22** The face of land warfare continues to be influenced by technological change. Advances in a range of technologies have increased the lethality, mobility and endurance of contemporary land forces to unprecedented levels. Technology, however, has never been a panacea. It can be undermined or countered by adverse environmental conditions, difficult terrain and innovative tactics. Therefore, reliance on technology can be a vulnerability for land forces and so the acquisition of high technology systems must not become an end in itself. Rather, advanced technology represents one of the means by which the land force can better perform its assigned tasks.
- 1.23** Given the rising role of non-state actors and advances in technology, even loosely organised militias can gain access to very advanced weapons. The result is that earlier distinctions between low-, medium- and high-intensity conflict are no longer relevant, especially at the tactical level. Land forces deployed on any operation will need to be protected, equipped and structured to operate and survive in a potentially lethal environment, will require access to an appropriate array of lethal and non-lethal weapons, and will need to be capable of performing diverse concurrent combat, humanitarian, counterinsurgency and peace support tasks.

Asymmetry

- 1.24** Asymmetry exists where there are notable differences between two things under comparison. Military asymmetry may be reflected by differences in intent, composition of forces, culture, technology or size.
- 1.25** Conflict has always involved one side seeking an asymmetric advantage over the other by exploiting surprise, the creative use of technology or novel methods of operation. Asymmetry is sought by conventional, special and irregular forces in an attempt to avoid an enemy's strengths and maximise their own advantages. All contemporary warfare is based on the search for an asymmetric advantage.
- 1.26** Asymmetric advantages over an enemy can be achieved in two ways: overmatch and dissimilarity. Overmatch involves the use of overwhelming force typified by relative numerical or technical

superiority. Dissimilarity involves the use of capabilities fundamentally different to those possessed by an enemy in a manner that is unexpected. It is characteristically associated with unconventional or innovative strategies, tactics and capabilities.

- 1.27 The advantage gained through asymmetry rarely lasts long. Both sides are compelled to adapt constantly in order to exploit transient asymmetric advantages while countering an enemy's adaptations. This constant struggle for asymmetric advantage marks conflict as a competitive learning activity. Accordingly, forces that identify and implement operational lessons more rapidly than the enemy will enjoy an advantage. The ability to find and exploit asymmetric advantage is a measure of professional mastery.

Challenges of Land Warfare

- 1.28 The Australian Army expects to have forces deployed and engaged on operations continuously. This requires the Army to maintain an operational mindset at all times. Today, land warfare presents the following specific challenges:
- a. **Multidimensional Battle.** Conflict will be conducted in and from the air, land, sea and space, in the electromagnetic spectrum, in cyberspace and in the perceptual domain.⁷ The constraints of geography will continue to weaken but terrain will continue to dominate the battlespace. Conflict will involve not only military forces but other government and non-government agencies. Distinctions between the levels of command will continue to be blurred and the notion of a spectrum of conflict will further weaken.
 - b. **Perception Battle.** The battle for the hearts and minds of domestic and international audiences is a decisive element of warfare. This battle requires a combination of integrity in the conduct of military operations; careful, honest and proactive engagement with the media; adherence to the law of armed conflict; and the sparing use of force with the greatest possible discrimination. It also requires the means to explain our actions to both local populations and a wider audience. As land force actions support political objectives,

7. The perceptual domain is understood as the operational environment that is defined by human perceptions, beliefs, motivations and behaviours. While the perceptual domain is traditionally associated with psychological operations, deception and other perception management activities, all military operations ultimately seek to create outcomes in the perceptual domain. This is so because as noted by Clausewitz, 'war is thus an act of force to compel our enemy to do our will' [von Clausewitz, C. 1984, *On War*, Indexed Edition, Howard, M. and Paret, P. (eds), Princeton University Press, Princeton, p. 75].

manoeuvre seeks to combine the use or threat of lethal force with non-lethal force to manage perceptions. Physical actions are subordinate to, and guided by, informational objectives. The orchestration of physical and non-physical actions and the avoidance of dissonant messages are the basis of effective perception management. The pervasiveness of the media combined with the effects of globalisation and technology has resulted in the media being a major contributor to public opinion. Events almost anywhere in the world can be reported almost instantly. Consequently, the contest for each side to be the first to tell their story is becoming ever more influential in the final outcome of conflict. Influencing public information and winning the perception battle, therefore, underpins military operations and is an essential prerequisite for success.

- c. **Information Battle.** Warfare in the contemporary operating environment will normally require land forces to fight for and not necessarily with information. As a consequence, situational understanding will flow from physical interaction with the problem rather than from remote analysis. The ability to generate actionable intelligence and update the shared common operating picture across the land force is central to successful operations. Decision superiority depends on generating actionable intelligence and updating the shared common operating picture while protecting friendly information.
- d. **Density of Battle.** The battlespace is becoming increasingly non-contiguous.⁸ The combination of advanced sensors, communications and weapons means that the exposure of forces will lead to their rapid destruction. To avoid this, combatants are forced to either avoid detection or, if that is impossible, make discrimination between targets and non-targets so difficult that stand-off engagement is not practicable. This is known as manoeuvre below the threshold of discrimination. As a result, combatants are increasingly forced to manoeuvre in groups that are small enough to shelter from detection, causing force densities to diminish. Conversely, the same technological trends have enabled individuals and small groups to develop significant increases in combat power. Consequently, the contemporary operating environment is becoming increasingly disaggregated and largely

8. A non-contiguous battlespace is defined as one in which the conduct of warfighting is broken into a number of 'mini-battles' as the result of complexity. The non-contiguous battlespace generates a need to spread capabilities and control rapidly to individuals, smaller teams and sub-units.

devoid of any identifiable framework. In the mid-term the only terrain that offers shelter to manoeuvre is urban terrain. Urban terrain affords enemies protection through restricting the use of our advanced sensors and using the proximity of non-combatants and critical infrastructure to constrain the application of even very accurate stand-off weapons. As a result, there will be a growing emphasis on operations in complex urban terrain.

- e. ***Pace of Battle.*** As a rule, conflicts will be long and battles short, intense and bloody. The land force will be challenged to maintain alertness through long periods of routine activity then rapidly transition to periods of high and sustained activity.
- f. ***Soldier's Battle.*** The current battlespace is more complex than the battlefield of the past. The disaggregation of the battlespace places more responsibility on junior commanders. Tactical actions may have considerable strategic repercussions, putting a premium on well-trained, educated and conditioned small team leaders. More than ever, the actions of soldiers and junior leaders will be subjected to scrutiny, and their performance will become an increasingly dominant factor in land operations.
- g. ***Homeland Battle.*** Protection of the homeland cannot be separated from the conduct of operations offshore. Tactical actions taken by the enemy in the zone of immediate operations will seek to create strategic outcomes on Australian territory. The increased reach of enemies may allow them to attack targets directly in the homeland in order to offset the physical strength of our forces in a tactical battle elsewhere. Fighting the homeland battle will involve not only protection of militarily important targets but also actions to deny the enemy the ability to strike civilian targets.

AUSTRALIA'S CONCEPT OF LAND POWER

- 1.29 Land power is the ability to exert immediate and sustained influence on or from the land in conditions of peace, crisis and conflict. It involves the use of the land force to uphold and protect Australia's sovereignty and interests. The land force consists of more than elements drawn from the Army. It is also composed of elements drawn from other Services and government agencies. The Army alone represents that portion of Australia's military forces capable of undertaking close combat on land. As well, the land force has the capability to undertake a wide range of non-combat tasks on Australian territory and abroad.

- 1.30** The deployment of land forces is the most profound commitment available to the Australian Government. Such commitment provides the means to demonstrate resolve, deter attack, reassure allies and, if necessary, influence the conduct of a campaign, manage conflict termination and shape the post-conflict settlement.
- 1.31** The fundamental task of the Australian Army is to engage in warfighting on land. Warfighting involves sustained close combat against a recognisable enemy for a specific purpose. An army adept at close combat possesses the essential foundation for undertaking the full range of military operations. The Australian Army views warfare as fundamentally a human activity, rather than a technical or engineering problem. Conflict is a form of armed politics, and politics is about influencing and controlling people and perceptions. Consequently, the Australian Army's approach is based on the understanding that the human dimension is central to the successful conduct of land warfare.

Human Dimension of Land Power

- 1.32** The human dimension is fundamental to the concept of land power. Armies depend on the abilities of professional, innovative, adaptable individuals who can react quickly to changing conditions. Land forces require quality people, moulded by training, education and discipline into cohesive teams with high morale (*esprit de corps*) and the will to win.
- 1.33** The human dimension adds to the land power's versatility, especially in missions that are personnel-intensive or require close human interaction. Land forces on a humanitarian aid mission, for example, may find themselves engaged in close combat with hostile forces while simultaneously keeping apart warring factions and distributing aid. To local populations, soldiers represent the human face of warfighting. Tough, courageous and aggressive in combat, they also show flexibility and initiative, and demonstrate discrimination and compassion when required to do so.
- 1.34** The Army relies on a large reservoir of human talent. As a result of the increasing average age of Australia's population, tapping this reservoir of human talent, particularly the young physically fit individuals who form the core of the land force, will become an increasingly difficult task. In contrast, many non-Western societies are not faced with the demographic challenge posed by a 'greying' population. Enemies may use their relative demographic advantage by employing tactics that exploit aspects of the human dimension of conflict to counter technological and other advantages held by the ADF.

Versatility of Land Power

- 1.35** The employment of land forces in peace, crisis and conflict illustrates the inherent versatility of land power in offering the Government broad options across the 'phases of conflict' described in [Chapter 2](#). Phases of conflict is a term that describes conditions ranging from competing tensions in times of peace (eg. economic rivalries, diplomatic friction and ideological differences), to deterring aggression, to fighting in joint and combined operations in times of general war.
- 1.36** In the context of the phases of conflict, the Army's responsibilities include the notion of shaping the international security environment and responding to crises that are not strictly defined as war. Contributions to coalition operations worldwide and protective security operations on Australian territory are the most obvious means by which the Army and the ADF support Government objectives and the civil community. As well as warfighting, such operations could include peacekeeping, peace enforcement, non-combatant evacuation operations, humanitarian aid and military aid to civil authorities, either consecutively or concurrently. Through these operations, land power offers operational and strategic flexibility by providing the Government with the means to respond to changing circumstances.
- 1.37** The inherent versatility of land forces enables them to adapt to the constantly changing conflict environment. The contemporary operating environment is typified by complexity and ambiguity. This calls for land forces with the ability to undertake many tasks simultaneously and for individuals and units with the ability to rapidly and seamlessly transition between types of operations.
- 1.38** The generation of land power is dependent on a balanced approach to force structuring and development. The Army achieves this equilibrium by appropriately applying resources to the six key functions of capability: force generation, force deployment and redeployment, combat operations, force protection, force sustainment and force command. These key functions allow the ADF to develop the right forces for employment in combat and to place them in the right location for a sufficient period of time to have a strategic effect. The key functions are generated through the support of the broader Department of Defence, the national support base and, increasingly, the international support base. The key functions of capability are discussed in further detail in [Chapter 6](#).

Joint Operations and Whole-of-Government Approach

- 1.39** The Army is not employed in isolation. The employment of land, sea and air forces in joint operations will be the norm. Accordingly, land forces must be developed in conjunction with the other Services.
- 1.40** Contemporary conflict demands increasing force integration which will eventually result in ‘joint interdependence.’ Joint interdependence combines the capabilities of all the Services to optimise overall effectiveness while minimising the vulnerabilities of the total force. Joint interdependence allows more efficient force design by seeking to avoid needless duplication of capability while still providing sufficient depth and critical mass for robustness and redundancy. In effect, joint interdependence represents the full realisation of the combined arms approach.
- 1.41** Joint interdependence will be further enhanced by cooperation between the joint team and other government agencies (OGA) such as police, diplomatic staff, legal representatives, the private sector and non-government organisations. This level of cooperation is referred to as a ‘whole-of-government approach’. It is the combined arms approach taken to the ‘whole-of-nation’ level. The whole-of-government approach is examined in detail in [Chapter 3](#).
- 1.42** By its nature, conflict generates high levels of operational uncertainty. Operational uncertainty refers to the likelihood and intensity of spikes in the level of violence. Operational uncertainty early in a campaign is likely to require land forces to take leading action in non-warfighting activities such as indigenous population support. This is because the land force is better equipped to cope with operational uncertainty and higher threat levels than OGA and non-government organisations. However, the primary aim of military operations remains to control the overall environment in order to allow a return to normality. Thus the emphasis for the military must be to provide non-warfighting support when necessary and transition control to OGA as soon as the situation permits.

THE ARMY’S MISSION

- 1.43** The Army’s mission is to win the land battle. The Army achieves its mission by providing a potent, versatile, adaptable and agile land force that can be applied with discrimination and precision to protect and promote Australia’s national interests. Close combat is the Army’s fundamental skill. Mastery of close combat underlies the application of

land power. In the pursuit of its mission, the Army must be at the leading edge of military innovation in order to ensure that it remains strategically relevant. Land forces must be trained and equipped in accordance with doctrine, which recognises that conflict is a competitive learning activity.

CONCLUSION

- 1.44** The Australian Army provides the Government with a range of options essential to meet current and future national security challenges and promote broader national interests. The application of land power represents the most powerful expression of national resolve. Such commitment provides the means to demonstrate resolve, deter attack, reassure allies and, if necessary, to influence the conduct of a campaign, manage its termination and shape the post-conflict settlement.
- 1.45** The nature of conflict is enduring and land warfare is an enduring aspect of human experience. The contemporary operating environment generates a number of specific challenges. By developing the professional mastery of its soldiers and by balancing development across the key functions of capability, the Army prepares for the employment of land power throughout the phases of conflict. Influences on land warfare are the subject of [Chapter 2](#).

CHAPTER 2

INFLUENCES ON LAND WARFARE

What shapes land warfare?

*The fighting of wars is a human enterprise that has no parallel. It is the deliberate use of concentrated and organised violence that principally distinguishes it from all else; and it is this distinction that shapes the field army, directs its business and defines its culture.*⁹

INTRODUCTION

- 2.1 Australia is proud of its reputation as a good international citizen and its contribution to the progress of humanity in general. Australia maintains a defence force to protect its sovereignty, to pursue and safeguard its national interests and to meet its continuing responsibilities as a middle power in a globalised era. As a result, Australia's Army has been used regularly throughout its history. This situation is unlikely to change for the foreseeable future.
- 2.2 This chapter describes the influences on land warfare, including the impact of globalisation and technology. It concludes with a description of how these influence the contemporary operating environment in which land forces must be able to conduct operations.

CONFLICT

- 2.3 Conflict can take many forms, ranging from steps taken to enforce sanctions through to violent clashes between opposing forces. It is usually pictured as a quarrel between states, but these types of conflicts no longer hold a monopoly over the most powerful forms of lethality. Other less identifiable and predictable entities are increasingly likely to become important and dangerous parties to violent conflict. Despite differences in size, wealth and power, parties to conflict share a common aim: to

9. BRIG Andrew Pringle, Chief of the General Staff's Exercise, May 1996.

threaten or use force to impose their will on another in order to achieve a political purpose.

- 2.4** Peace is international society's ideal condition and is characterised by the use of non-violent means to resolve competing interests. While peace may include vigorous competition between nation-states and other entities, such competition is usually conducted in accordance with international customs and law. Peaceful competition may lead to disputes that escalate in severity. When non-violent means fail to resolve such disputes, and the issues are sufficiently compelling, one or other party may decide to pursue a resolution through violence. The unpredictable nature of such decisions is the reason governments raise armed forces and prepare them for conflict.

Phases of Conflict

- 2.5** Conflict generally involves progression through three phases: pre-conflict, conflict and post-conflict. The path to conflict is, however, dynamic and unpredictable. Some instances of hostile competition may not develop into conflict. A conflict may not be fully resolved and relations between the conflicting parties may revert to the conditions of the pre-conflict phase. A conflict may be protracted, with no near-term prospect for transition to either a pre-conflict or post-conflict environment, as demonstrated in the present global campaign against Islamic terrorist groups. Attempts to resolve conflict generally overlap the pre-conflict, conflict and post-conflict stages. [Figure 1](#) illustrates how the level of competition may vary over time. The need for land forces that are capable of acting in support of national policy is constant across all phases of conflict.

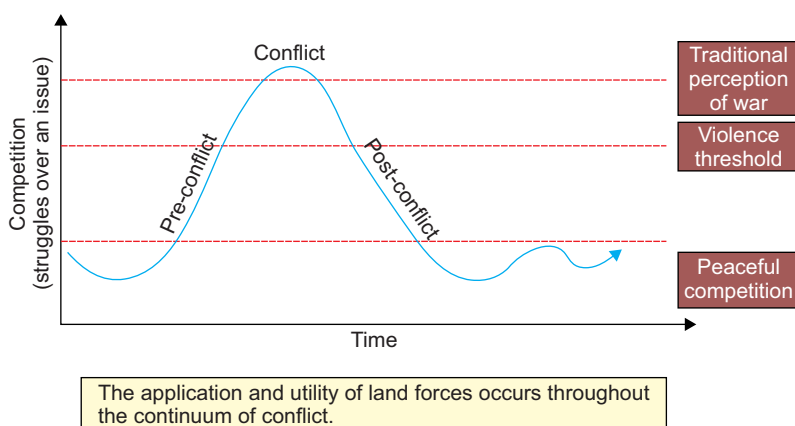


Figure 1: Phases of Conflict Against Time

- 2.6 During the pre-conflict phase, parties contemplate or threaten the use of force to achieve their ends. Parties may either communicate this intention or hide it to preserve surprise. Third parties, such as the United Nations, regional organisations or other states, may become involved in attempts to prevent conflict.
- 2.7 Within the conflict phase, protagonists attempt to impose their will on an enemy using all available elements of power. The will to fight is the product of three factors: the resolve of the political leadership, the support of the people and the capacity of the armed forces. The enemy's will to fight is usually defeated when the perceived cost of pursuing an objective outweighs the likely gain.
- 2.8 During the post-conflict phase, parties cease resorting to violence to attain their objectives. Military force may be used to stabilise a post-conflict situation and create the conditions for state institutions and civil society to re-emerge. Failure to reconcile parties at this stage may create the underlying causes of future conflict. In this stage, new parties may become involved for humanitarian or political reasons.

Categorisation of Conflicts

- 2.9 While no two conflicts will be the same, many will have similarities that can provide useful comparisons for commanders and planners. Conflicts are categorised using the following characteristics of scale, intensity and duration:
- a. **Scale.** Scale represents the degree of threat to national interests, the size and nature of forces committed and the geographic size of the area of military operations. The scale of conflict is managed through the three levels of command (strategic, operational and tactical) discussed in [Chapter 3](#).
 - b. **Intensity.** Intensity refers to the overall tempo, degree of violence and technological sophistication of the violence employed. The rate of consumption of resources is also a measure of intensity. The intensity will be high when the violence occurs frequently or when encounters between combatants are particularly violent. As a measure, intensity may vary during the course of a particular conflict. It will also often vary at the level of individual participants, depending on their particular situation and perspective at any one time. For example, a soldier in contact with an armed assailant during a peacekeeping operation will be in an intense situation. For these reasons, conflicts should never be categorised in terms of their

intensity alone, and the concept is generally of most use at the strategic rather than the operational or tactical levels of command. Consequently, there is no direct relationship between conflict intensity and the nature and scale of the forces involved.

- c. **Duration.** Duration is the length of time spent in, or moving through, the various conflict phases. For example, the current war on terror is likely to be a long-term conflict lasting many years. By contrast, some conflicts may last only weeks or days.

2.10 Categorising conflict using these characteristics enables a deeper understanding of the nature of conflict and the resources required to conduct land warfare. Preparation for conflict must anticipate and incorporate the full array of credible threat capabilities even where violence is infrequent. [Figure 2](#) categorises some examples of conflict using the characteristics of scale, intensity and duration.

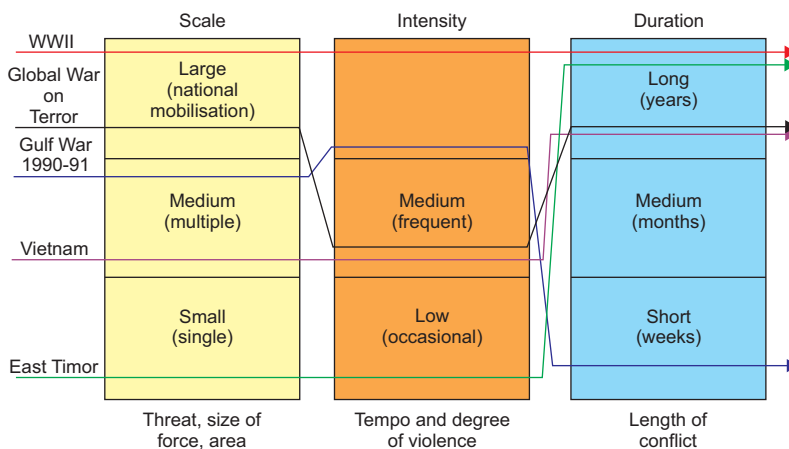


Figure 2: Categorisation of Conflicts

FACTORS SHAPING LAND WARFARE

2.11 Apart from the enduring features of conflict, described in [Chapter 1](#), other diverse and rapidly changing factors shape and affect land warfare. The two most significant factors are globalisation and technological change.

Globalisation

2.12 Globalisation means there is a close interconnection between global, regional and national economic and security issues. Strategically, it has

led to a trend towards convergence of national and collective security. In a globalised, strategic environment seemingly localised threats can distort the complex workings of the global economy and lead to preventive military intervention by elements of the international community.

- 2.13** Some people regard globalisation as Westernisation: a means by which post-industrial states obtain and maintain power over the rest of the globe. Others see it as an assault on religious or cultural identity. Transnational terrorism has arisen in part to resist globalisation. Accordingly, globalisation has become a source of conflict while also providing the impetus and means to distribute conflict geographically.
- 2.14** The need to uphold international order has led to the merging of defence strategy with broader concerns, such as humanitarian issues and the internal stability of nations. Several factors emanating from globalisation are shaping land warfare, including:
- a. ***Greater Cooperative Defence.*** The trend towards greater cooperative defence is based on the perception that seemingly localised issues may threaten the wider international community. This has seen an increased willingness to apply force locally, regionally and globally. As a result, land warfare is increasingly likely to take place in coalitions. These could be formed around specific issues, including humanitarian, environmental and human rights crises, the functioning of the global economy and issues of sovereignty.
 - b. ***Non-state Actors.*** There is an increase in the number and influence of non-state actors. These include transnational corporations as well as issue-motivated groups, such as transnational terrorists, criminal syndicates, pirates, groups defined along ethnic or religious lines and environmental or other single-issue-motivated groups. Non-state actors are motivated and constrained differently to nation-states. They lack the conventional power of nation-states but enjoy and may exploit freedoms of action denied to nation-states. They can be sources, protagonists or bystanders to conflict. Increasingly, some non-state actors can gain access to the most advanced weapons and technologies (including chemical, biological, radiological and nuclear weapons and ballistic missiles) and may be able to threaten the survival of nation-states.
 - c. ***Urbanisation and Environmental Degradation.*** Population growth in the 20th century has contributed to the urbanisation of littoral regions worldwide, increasing the numbers of non-combatants in the area of operations and adding significantly to the complexity of

military operations. Population increases, uncontrolled industrial development and unsustainable resource usage are stressing vital ecosystems. Shortages of clean water, reduced food production and increased pollution have the potential to cause conflict between those who benefit from resource exploitation and those who are forced to live in degraded environments.

- d. ***Role of the Media.*** A pervasive global media ensures that future conflict will be intensively scrutinised. On the one hand, the media provides the opportunity to explain actions and intentions, but these can easily be undermined by individual aberrant actions. On the other hand, the media's objective will not be the same as the government or the military. They will want to win air-time and may focus on sensationalism or report an incident out of context. Close media scrutiny also creates opportunities for deliberate manipulation of global perceptions that may undermine coalition unity or strategic will. The result of this is that land forces operate in a complex informational environment.

2.15 Conflict may, therefore, become more diverse in its causes; less geographically constrained and predictable in its form; and there are fewer constraints on the behaviour of potential enemies. Conflicts involving non-state actors will increase in frequency and in lethality. Humanitarian interventions will increase in prominence. The ability to apply force with discrimination will be critical, and the management of the perceptions of the various parties to a conflict will be vital to success.

Technological Change

2.16 Generally, greater environmental and situational complexity means that land warfare is less sensitive to technological developments than maritime or air warfare. Potential enemies will attempt to undermine the broadly based technological advantages of states, possibly by a focused investment in a single critical technology to create an asymmetric advantage. The areas where technological change may have the greatest effect in the land environment include:

- a. ***Information and Communications Technology.*** Improved connectivity and information management enhances situational awareness, supports decision-making, improves sustainment and facilitates better integration of weapon and sensor systems. Technology must be carefully managed to minimise the vulnerabilities it creates. Advances in information and communications technology do not always confer unilateral

advantage. Mobile communications and access to the Internet can provide enemies with an effective open source intelligence capability, a means for internal communications to learn, adapt and disseminate their knowledge, and for the spreading of propaganda.

- b. ***Weapon Systems.*** Advances in weapons systems have substantially increased lethality within the operating environment. Improvements in the range, precision and lethality of conventional weapons are forcing increased dispersion and hardening of potential targets. The global proliferation of high technology and relatively low-cost, portable weapons has added implications for the land force. Levels of lethality that have previously only been available to larger organisations are now available to small groups and individuals. As high lethality does not necessarily come with a detectable 'signature', land forces can encounter individuals with extremely high lethality, without warning, in any type of operation.
- c. ***Intelligence, Surveillance and Reconnaissance Systems.*** The capacity of intelligence, surveillance and reconnaissance (ISR) systems paired with information and communications technology has the potential to provide unprecedented levels of situational awareness. This heightens the requirement for deception, operational security and countersurveillance. These same technological advances in ISR will force both sides to reduce force densities and to seek shelter in complex physical terrain to avoid acquisition and targeting. This reduces the utility of the technology, and ground force manoeuvre (specifically reconnaissance), therefore, becomes the most effective component of ISR.
- d. ***Human Sciences.*** The study of the human sciences aids in the understanding of the physiological and psychological impacts on the soldier in the battlespace. Improvements in medicine and health services have reduced the prevalence of illnesses and improved the treatment and care of casualties. Advances in ergonomics (including the potential of biomechanical technologies), psychology and physiology will continue to enhance the performance of soldiers.

2.17 Constantly evolving technology will continue to shape the battlespace. Improvements in connectivity, weapon range, accuracy and lethality, and the effectiveness of ISR systems provide the means for integrated combined arms teams to operate successfully in complex terrain.

CONTEMPORARY OPERATING ENVIRONMENT

- 2.18** The contemporary operating environment is not just the physical operating environment; it is the total character of conflict today. For example, the contemporary operating environment is characterised by complexity, lethality, diffusion, a higher degree of politicisation, a trend towards asymmetric behaviour due to the United States' technological dominance, an increased prevalence of non-state actors, and the use of terror as a tactic. Within the contemporary operating environment, there are specific 'mission spaces'. Within each mission space there are battlespaces.
- 2.19** The term battlespace refers to two areas of conflict: the area of influence and the area of interest. It includes the traditional domains of land, air and sea, space, the electromagnetic spectrum and cyberspace. The battlespace also embraces the social, political and temporal contexts in which conflict is waged.
- 2.20** The four attributes of the contemporary operating environment that distinguish it from previous battlefields are its non-contiguous nature, the increased integration, continuous operations and increased connectivity.

Non-contiguous Battlespaces

- 2.21** The concept of a single battlespace is becoming increasingly inadequate. It is more useful to describe a force's 'mission space' within which there may be one or more battlespaces. Even in combat against a conventional enemy, the consequences of the conflict environment will be to create a series of 'mini-battles' between individuals or small semi-autonomous teams. The geographical space between these battlespaces is not empty; it contains non-combatants and uncommitted potential combatants, as well as major infrastructure for population support. These aspects are illustrated in [Figure 3](#).
- 2.22** The reality of the non-contiguous battlespace means that activities conducted in what were traditionally perceived as relatively secure areas may now take place where contact with the enemy is likely. Forces will need to be prepared for unexpected contact and to exploit joint integration to facilitate mutual support. All soldiers need to be trained to prevail in close combat, with control devolved to individuals and small teams. Force protection will be difficult in the non-contiguous battlespace but must be kept in balance with mission needs.

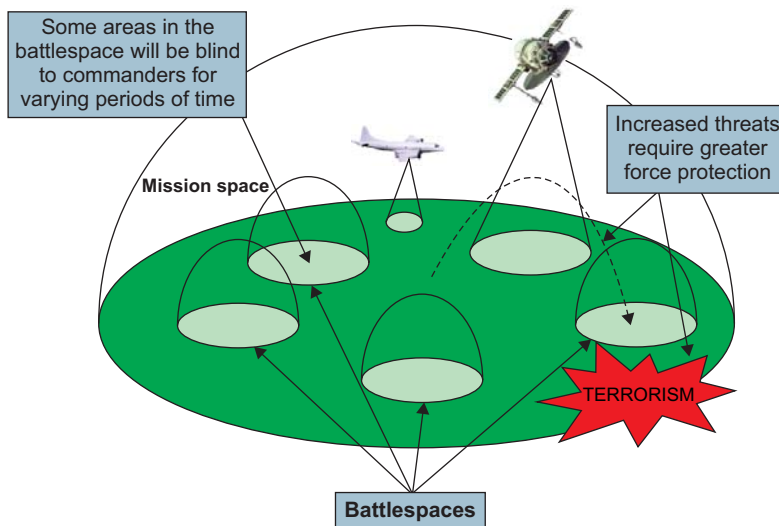


Figure 3: Battlespaces Within a Mission Space

Increased Integration

2.23 Success requires a high level of cooperation between the Services, coalition partners, and OGA, non-government and international agencies. The level of integration between these different organisations, from the lowest tactical level to the highest strategic level, is developed to a state of interdependence through the increased connectivity available to a networked force. Integration seeks to achieve combined arms outcomes by bringing together combat, combat support, combat service support (CSS) and command support elements from the three Services and other agencies.¹⁰ Combined arms teams are formed in response to a specific combination of task, terrain and threat. If they involve joint forces they are referred to as joint task forces, and where they draw on OGA they form joint interagency task forces. When operations are conducted in a coalition, all these levels can involve combined forces. For example, at the tactical level, a combined section patrol may include land forces, Australian Federal Police, OGA and local representatives.

10. 'Combat' refers to infantry, armour, special forces and/or aviation elements whose primary purpose is the direct engagement of an enemy in close combat. 'Combat support' refers to elements drawn from artillery and combat engineering resources, intelligence, ISR capabilities and electronic warfare capabilities. 'CSS' refers to logistics, maintenance, personnel services, health service and engineering support elements providing sustainment. 'Command support' refers to intelligence, military police, communications and electronic warfare resources, and specialist staff who support the exercise of command over the force. [Chapter 5](#) provides an expanded explanation.

Continuous Operations

- 2.24** Technological developments have made 24-hour, seven-days-a-week operations possible. As technology reduces the limitations of operations at night and moderates the effects of weather, respite will not occur naturally. The non-contiguous battlespace further exacerbates this problem by denying secure areas to rest and refit. This will place great demands on sustainment systems and severely test the endurance of soldiers, organisations and equipment.

Increased Connectivity

- 2.25** Using networked communications, increased connectivity has improved access to information from a broad range of sources. It has increased the flow of information between the battlespace and the outside world, adding a layer of complexity for commanders at all levels.
- 2.26** Effective information management and improved communications allow commanders to make and disseminate better decisions, providing the ability to reachback for information where and when required, from wherever it is located.
- 2.27** Increased connectivity underpins the Army's adaptation to the non-contiguous battlespace by enabling smaller, dispersed combined arms teams to form and reform in response to rapidly changing circumstances and by removing all capabilities that can be accessed remotely from the geographic theatre. This minimises the number of fixed nodes in the battlespace that demand protection and reduces the sustainment burden.

CONCLUSION

- 2.28** Understanding the character of conflict, the factors shaping land warfare and the characteristics of the contemporary operating environment provides valuable insight into how land forces must conduct operations. This insight reinforces the need for the Army to be a versatile, adaptable and agile organisation. The Army can expect to be involved in operations for the foreseeable future with soldiers engaged in intense periods of action. These are likely to occur in complex terrain where enemy forces avoid detection while seeking asymmetric advantage.

- 2.29** Unprecedented levels of lethality are now available to individuals and high lethality does not necessarily have a detectable signature. This means land forces can encounter individuals with extremely high lethality, without warning, in any type of operation.
- 2.30** Winning future battles will depend on skilled soldiers, flexible organisations, robust support infrastructure, excellent training, the right equipment and sound doctrine. More than anything else, professional mastery (discussed in [Chapter 5](#)) and continuous modernisation (discussed in [Chapter 6](#)) will underpin the Army's response to these challenges. Australia's military strategy (AMS), and especially the Army's role in achieving AMS, is a major factor in shaping the Army's response to this changing strategic environment. [Chapter 3](#) describes AMS and the Army's contribution to the defence of Australia and the protection of Australian interests.

CHAPTER 3

MILITARY STRATEGY

What is Australia's military strategy and how does the Army contribute to it?

*Australia's ability to project armed force will remain a key instrument in the war on terror.*¹¹

INTRODUCTION

- 3.1** Military strategy is derived from national security policy, which at its core aims to protect and promote Australian interests and to prevent or defeat any attack on Australia. These interests span the globe and, as such, threats to them may arise anywhere at short notice. Success in addressing these strategic challenges relies on two interrelated actions: shaping the strategic environment in ways that support Australia's interests and confronting and defeating threats to these interests whenever and wherever they arise. This requires more than just the defence of Australia's sovereign territory. The ADF must be prepared to provide a versatile, adaptable and agile expeditionary force in which land forces have a vital role within a whole-of-government approach to conflict resolution.
- 3.2** This chapter describes the Army's role in AMS. It starts with an overview of Australia's national security framework, within which the Army contributes to the whole-of-government approach. This is followed by a description of Australia's strategic context and an outline of AMS and the demands it places on the Army. The chapter concludes with an examination of the unique contribution made by land forces. A brief history of AMS is given in [Annex A](#).

11. The Hon. John Howard, MP, Prime Minister of Australia, speech to the Lowy Institute, Sydney, 31 March 2005.

AUSTRALIA'S NATIONAL SECURITY FRAMEWORK

- 3.3** The Australian Government seeks to marshal all elements of national power using a whole-of-government approach to achieve national security objectives. This requires the establishment of clear lines of responsibility between and within government agencies, including the ADF, and mechanisms for engaging with the private sector and non-government organisations. This is known as the national security framework.¹²

Elements of National Power

- 3.4** National power is the measure of a nation's freedom of action to pursue its national objectives. The elements of national power are described in *ADDP-D Foundations of Australian Military Doctrine*, 2005.¹³ The instruments of national power pertinent to military strategy are diplomatic, information, military and economic.

Whole-of-Government Approach

- 3.5** In deciding the combination of these instruments of national power that is to be applied, the Government will consider the national interests involved, the objectives sought and the preferred way to affect a competitor's will. Therefore, Defence is not the only, and often may not be the lead, agency for dealing with national security problems. Irrespective of the level of military involvement, Defence will manage the contribution of the military element of national power to the whole-of-government approach. An interagency emphasis should permeate every level of the force. As the situation stabilises, a gradual transfer of responsibilities to other agencies should occur with land forces retaining a supporting role.

12. Australia has chosen not to publish an official national security strategy. Rather, a national security strategy is the sum of decisions taken by the National Security Committee of Cabinet and disseminated in the form of white papers, policy statements and other guidance. In the absence of a published national security strategy, these documents provide the structure within which the national security framework acts to pursue national security objectives.

13. Elements of national power are: demographic factors, in particular the size of population; geographic factors, in particular size, geo-strategic location and terrain; natural resource base; physical infrastructure; level of industrial and commercial development, including international trade and investment; educational, scientific and technical capacity; societal cohesion and culture; political leadership and international relations; and military capabilities.

- 3.6 The totality of a nation's influence is not merely the sum of the individual elements of its power. National power depends on a nation's ability to mobilise and integrate the elements of national power, illustrated in [Figure 4](#), within a national strategy to support its national objectives. The effective employment of the instruments of national power (diplomatic, information, military and economic) in the right measure is dependent upon a whole-of-government approach.

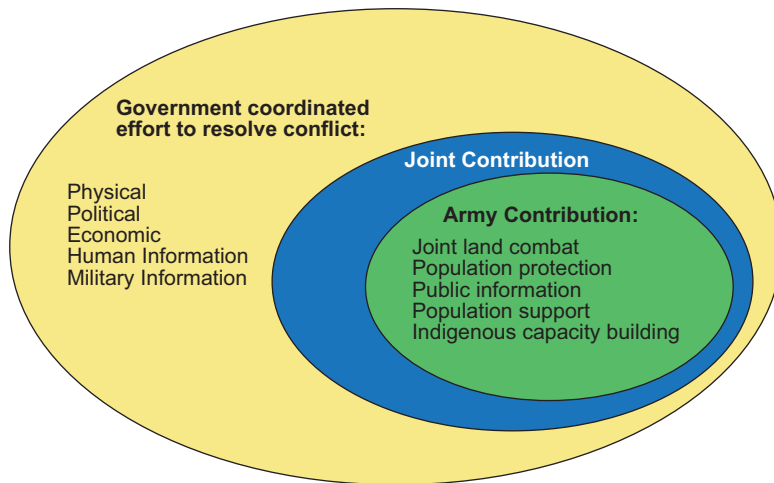


Figure 4: Army Contributions to the Whole-of-Government Approach to Resolving Conflict

Levels of Command in Australia

- 3.7 The military contribution to the whole-of-government approach to national security is managed through three levels of command: strategic, operational and tactical. These are illustrated in [Figure 5](#) and reflect the distribution of responsibilities for planning and directing the resources allocated to specific military objectives.



Figure 5: Levels of Command

3.8 Strategic Level. The strategic level of command is responsible for coordinating the application of national power to achieve an end-state favourable to the national interest. At this level, all the elements of national power are employed in a manner that maximises their overall effectiveness. The strategic level is subdivided into national strategic and military strategic levels, as follows:

- a. ***National Strategic Level.*** The national strategic level of command is the mechanism which integrates all the elements of national power to employ a whole-of-government approach to national security. It is the political dimension of security, domestically and internationally, and involves the preparation and mobilisation of national military and non-military resources to meet the Government's strategic objectives. The political dimension is based on the desired political end-state and domestic support upon which governments depend to enable the pursuit of national interests.
- b. ***Military Strategic Level.*** The military strategic level of command links the military instrument of national power into a whole-of-government approach to national security. The military strategic level prepares military forces; conducts deliberate and immediate military planning, including the setting of military objectives; and guides the broad military approach to their achievement.¹⁴ Military strategic commanders provide advice to the Government and translate the Government's directions into military strategies, plans and orders.

14. 'Immediate planning' is driven by the situation and refers to planning for operations that are certain or likely. 'Deliberate planning' is largely scenario-based and assumption-based and refers to planning for possible operations.

- 3.9 Operational Level.** The operational level is concerned with planning and conducting campaigns. A campaign is a series of simultaneous or sequential operations designed to achieve a strategic objective, normally within a given time or space. Military actions at the operational level are invariably joint and often coalition and interagency. The operational level achieves military strategic objectives by sequencing and resourcing tactical actions.
- 3.10 Tactical Level.** At the tactical level, commanders prepare for, plan and conduct tactical actions to support lines of operation within a campaign. Tactical action requires the application of joint and combined arms fighting power to defeat the enemy at a particular time and place. Fighting power is described in [Chapter 5](#). During the transition to normality, land forces may be accompanied by representatives of joint and interagency forces and the indigenous population. The land force must be prepared to assist with what have in the past been considered non-traditional military tasks such as civil governance, economic development or security sector reform that contribute to the rebuilding of indigenous capacity or protecting those agencies conducting that rebuilding.
- 3.11 Compression of the Levels of Command.** Conflict, unlike command, cannot be divided into discreet levels. The levels of command are closely related such that tactical actions contribute individually and/or collectively to strategic outcomes. Therefore, there will be a growing demand for a clear command chain which connects the strategic level and tactical level with the minimum number of links. This will see a continuation of the blurring of the levels of command. The practicalities of communications, logistics and mass are likely to demand the employment of an operational level headquarters capable of coordinating joint, interagency effort.

AUSTRALIA'S STRATEGIC CONTEXT

- 3.12** Military strategy is derived from national security policy, which is influenced by Australia's grand strategy, Australia's enduring strategic characteristics and the global strategic environment. An understanding of these influences is required to appreciate the Army's contribution to Australian national security.

Grand Strategy

3.13 Australia's grand strategy is the pattern of behaviour it exhibits in response to national security issues. This pattern of behaviour is determined by Australia's historical, geographic and social experiences. Australia's traditional security dilemma has been how a relatively small population can sustain a claim to a relatively large portion of the earth's resources. Australia has traditionally resolved this dilemma by committing to collective security arrangements involving great powers or multinational organisations. The mark of this commitment has been traditionally demonstrated in Australia's readiness to deploy expeditionary forces around the globe. This pattern of behaviour will not change in the short term.

Enduring Strategic Characteristics

3.14 Australia's distinctive geography, population, culture, international relations and history strongly influence and constrain the ways in which the ADF conducts military operations. Some of these enduring influences include Australia's:

- a. demographic distribution of a relatively small population;
- b. small military forces;
- c. large landmass and vast surrounding maritime approaches;
- d. liberal-democratic political system and national values;
- e. largely Westernised culture and Western orientation in world affairs;
- f. generally well-educated and technologically adept population; and
- g. industrialised economy, which is integrated into the world economy.

Global Strategic Environment

3.15 Features of the global strategic environment that impact on AMS include:

- a. the nation-state remaining the core of the international relations system;

- b. the potential for decreasing state-on-state armed conflict between states that are integrated into the global economy and society, although this will not prevent the occurrence of armed conflicts involving rogue states or states acting outside the norms of global society;
- c. global actors, other than nation-states, increasing their influence;
- d. failed and failing states destabilising the global security environment;
- e. non-state actors with interests laying outside the norms of global society presenting strategic threats and continuing to exploit failed, failing and rogue states as a base for their operations;
- f. the results of globalisation, where it is increasingly difficult to separate national security from the global economy or national interests from global events; and
- g. the growth of military capability of regional powers seeking to extend their influence.

AUSTRALIA'S MILITARY STRATEGY

- 3.16** AMS is articulated regularly in order to interpret and refine Government guidance. AMS defines the tasks the ADF will undertake in support of Australia's national security objectives. It embodies a proactive, expeditionary approach to the employment of military power.
- 3.17** The Government's enduring strategic priority is to maintain Australia and the Australian people safe from attack or the threat of attack and from economic or political coercion. A secure Australia depends on a benign security environment. In turn, this depends on continued economic growth and the security and stability of our allies and trading partners. The philosophy for the employment of military power is summarised by the following two strategic circumstances:
- a. areas where Australia must lead, and
 - b. areas where Australia should contribute.

- 3.18 Areas Where Australia Must Lead.** These are areas where the ADF must have the capacity to act decisively on security issues and, if necessary, defeat aggression against Australia or our interests within our immediate geographic area.¹⁵
- 3.19 Areas Where Australia Should Contribute.** These are areas further afield, where Australia cannot expect to predominate as a military power nor ordinarily act alone. Australia will aim to make ADF contributions to coalition operations where our national interests are closely engaged.
- 3.20** AMS emphasises the requirement for our armed forces to be able to defend Australia without relying on the combat forces of other countries. Australia must continue working with others to ensure peace and stability in the region and building a robust military force capable of dealing with many tasks and roles.

Army's Role in Military Strategy

- 3.21** The Army has a central role in AMS. The Army must be able to defend Australia's vital interests across the globe and secure its territorial sovereignty as part of a joint force. In general, the Army's contributions to AMS fall into the following three areas, which may occur in isolation, concurrently or sequentially:
- a. *Defeating Enemy Armed Forces.* The fundamental requirement for the Army is to be able to defeat armed resistance. The Army's unique contribution to the whole-of-government effort is the conduct of sustained close combat.
 - b. *Protecting and Supporting Civil Populations.* Land forces have a pre-eminent role in protecting and supporting civil populations. The Army, as part of the ADF, supports government objectives and the community by protecting and supporting civil populations both at home and abroad through:
 - (1) peacekeeping;
 - (2) peace enforcement;
 - (3) contributing to search and rescue;

15. Our area of paramount defence interest includes the archipelago and the maritime approaches to Australia to our west, north and east; the islands of the South Pacific as far as New Zealand; our island territories; and the southern waters down to Antarctica.

- (4) contributing to unilateral and multilateral humanitarian and disaster relief;
 - (5) contributing to various types of United Nations sponsored or supported missions;
 - (6) providing assistance to the civil authorities with barrier law enforcement functions, such as immigration, quarantine and customs;
 - (7) countering terrorism and contributing to the mitigation of the consequences of a terrorist attack; and
 - (8) assisting in the recovery and evacuation of Australian nationals from hostile or crisis environments through special recovery and non-combatant evacuation operations.
- c. ***Shaping Australia's Strategic Environment.*** The Army contributes to the security of allies and friends by providing training and materiel assistance. By participating in exercises, exchange programs and cooperative research, the Army helps to develop and strengthen alliances and prospective coalitions. This helps to promote democratic institutions and general stability in the countries with whom the Army engages. Specific activities include:
- (1) providing training and advice, participating in exercises and exchange programs, and developing interoperability with other forces to promote cordial relations and confidence-building measures between countries;
 - (2) helping to monitor and control the proliferation of weapons of mass destruction in the Asia-Pacific region, and more widely as necessary; and
 - (3) contributing to cooperative regional surveillance operations.

THE UNIQUE CONTRIBUTION OF LAND FORCES

- 3.22** Only the land force can achieve a persistent, pervasive and proportionate presence in complex terrain. The deployment of land forces provides a clear and unambiguous message, representing a powerful expression of Australia's strength of commitment. Land forces provide unique options

for government in terms of achieving national security objectives. Only land forces can achieve the following:

- a. comprehensively defeat other land forces,
- b. seize terrain objectives,
- c. secure terrain objectives,
- d. decisively influence civil populations, and
- e. create and maintain a secure environment in which other agencies may operate.

3.23 Soldiers are the human face of the ADF; they show subtlety, initiative and compassion. The web of personal relationships and cultural understanding flowing from sustained land force deployments provides a solid platform for a successful transition to a post-conflict environment.

CONCLUSION

3.24 The military instrument of national power is employed in conjunction with the other instruments of national power in order to promote and protect Australia's national interests. The effective employment of these instruments in the right measure is dependent on a whole-of-government approach.

3.25 AMS is to shape, deter and respond to threats to Australia's national interests. It is shaped by Australia's grand strategy, its enduring strategic characteristics and the global strategic environment. Based on this, Australia has identified two areas of responsibility: those areas in which Australia must lead and those areas where Australia should contribute.

3.26 The Army, as part of the ADF, contributes to AMS by shaping Australia's strategic environment, protecting and supporting civil populations and defeating enemy armed forces. The Army protects and secures Australia and contributes to missions across the globe. Land forces provide Government with the unique ability to maintain an enduring presence on land.

3.27 The diversity of operational tasks presents the Army with significant challenges. These challenges are met by the Army's warfighting philosophy described in [Chapter 4](#).

CHAPTER 4

CONDUCT OF LAND WARFARE

What is the Army's warfighting philosophy?

*War can only be abolished through war, and in order to get rid of the gun it is necessary to take up the gun.*¹⁶

INTRODUCTION

- 4.1** The Army's warfighting philosophy aims to integrate our understanding of the influences of national character, the nature of conflict, the utility of land forces, the Army's role in national military strategy and how Australia's national power is best applied. Our warfighting philosophy ensures that the Army has strategic utility and tactical superiority. To this end, the Army has embraced manoeuvre theory. This chapter describes manoeuvre theory, the tenets of manoeuvre, the requirement for adaptive action, lines of operation and combat functions.

MANOEUVRE THEORY

- 4.2** Manoeuvre theory is a way of thinking about war rather than applying a particular set of tactics or techniques. Its essence lies in defeating the enemy's will to fight by 'destroying' the enemy's plan rather than destroying tactical forces. Manoeuvre theory seeks to shatter the enemy's moral and physical cohesion through a series of actions orchestrated across multiple lines of operation to a single purpose, creating a turbulent and rapidly deteriorating situation with which the enemy cannot cope. In this context, the intention of manoeuvre is to create an expectation of defeat in the enemy's mind.
- 4.3** The ability of an actor to use force or the threat of force to achieve a desired outcome is dependent upon that actor's will to act (moral), understanding of the situation (intellectual) and capability to act (physical). These three components define the effectiveness (fighting power) of a group or

16. Mao Tse-tung 1961-77, 'Problems of War and Strategy', in *Selected Works of Mao Tse-tung*, Vol II, Foreign Language Press, Peking, p. 225.

organisation.¹⁷ Manoeuvre theory is applied in the physical, intellectual and moral domains within a campaign or operation.

- 4.4 Manoeuvre theory focuses commanders at every level on exploiting enemy weaknesses, avoiding enemy strengths and protecting friendly vulnerabilities. It emphasises the centrality of the human element in warfare including leadership, organisation, cohesion and morale. Manoeuvre theory draws its power mainly from opportunism – taking calculated risks and the exploitation of chance circumstances and of forced and unforced errors.
- 4.5 Importantly, manoeuvre theory regards war as a competition between opposing wills, framed by time, space and understanding, rather than by physical position alone. It relies on changing physical and non-physical circumstances more rapidly than the enemy's ability to adapt. Manoeuvre theory is based on understanding how the enemy's strengths can be undermined. However, while manoeuvre theory seeks the most economic application of force, it accepts close combat as a central and enduring feature of land warfare.
- 4.6 The ability to be successful in close combat is imperative to the application of manoeuvre theory. Close combat skills are the result of an ethos and training regime that emphasise the importance of the fighting soldier, a willingness to endure hardship, to apply force appropriately and an ability to function as part of a team in lethal circumstances. The Army's ethos, coupled with intellectual, moral and physical exertion, provides the Army with the foundation for engaging in close combat. The requirement for close combat as an essential component of manoeuvre theory is illustrated in [Figure 6](#).¹⁸

17. 'Effectiveness' is used here because 'fighting power' relates to a military/quasi-military actor rather than the broader range of actors within the contemporary operating environment.

18. Normality is the minimum acceptable level of political violence, a pattern of social interaction normal for a given culture and society and viable economic processes.

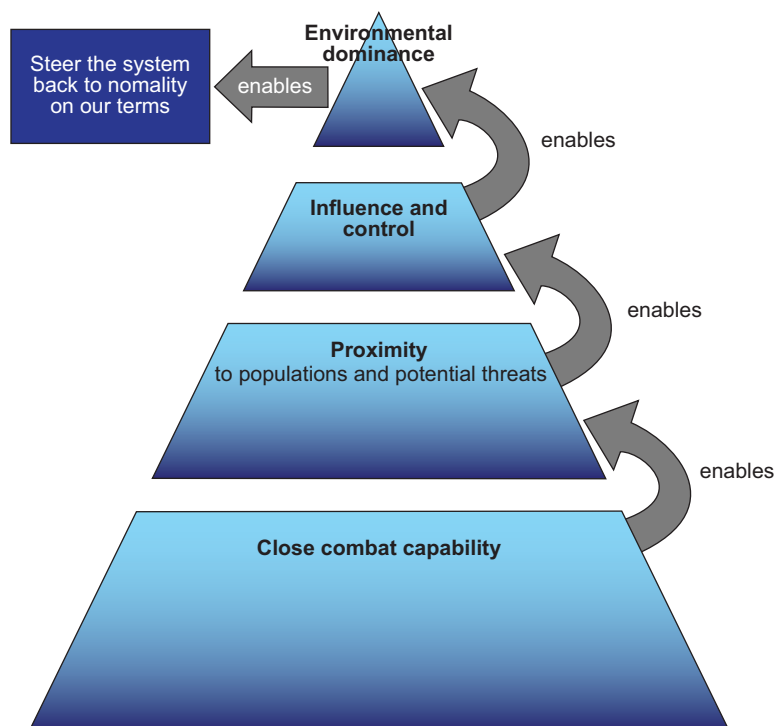


Figure 6: Requirement for Close Combat

4.7 Manoeuvre theory is applicable at all levels of command, as follows:

- a. **Strategic Manoeuvre.** Strategic manoeuvre is the coordinated application of the instruments of national power, directly or indirectly, in pursuit of national strategic objectives. It attempts to prevent or contain conflict. If the military element of national power is employed, strategic manoeuvre will ensure that it takes place under the most favourable circumstances possible and where it will have the greatest effect. An example of strategic manoeuvre is the Gallipoli campaign of 1915. This strategic manoeuvre aimed to split the Austro-German alliance and isolate Germany between Russia in the east and France and Britain in the west. The reasons for the failure of this strategic gambit are best summarised by the aphorism 'strategy proposes but tactics disposes'.
- b. **Operational Manoeuvre.** Operational manoeuvre prepares and postures forces, in favourable situations, to directly or indirectly achieve military strategic objectives within a campaign. It involves the assignment of forces and the design, organisation and conduct of major operations within a campaign. It sets the conditions to

allow tactical commanders to achieve mission success. An example of operational manoeuvre is the Australian capture of Lae in World War II. This operational manoeuvre aimed to dislocate the Japanese forces in Papua New Guinea by splitting them on its northern coast while disrupting the Japanese command and control system centred on Lae.

- c. ***Tactical Manoeuvre.*** Tactical manoeuvre aims to win engagements and battles by placing forces in a position of relative advantage to the enemy, thereby contributing to the achievement of campaign objectives. The purpose of tactical manoeuvre is to destroy the enemy's cohesion and so cause their capitulation by the coordinated use of speed, shock action and lethal and non-lethal force. Sometimes, tactical manoeuvre may have limited objectives, where its purpose is to reinforce the potential dislocation or disruption achieved through operational manoeuvre. Under other circumstances, tactical actions may directly achieve military strategic or national strategic objectives. An example of tactical manoeuvre is the Australian Light Horse action at Beersheba in 1917. In this tactical manoeuvre the Light Horse accepted the risk to attack from a direction and at a time that was not expected by the Turks. By attacking mounted and at speed, the Light Horse further amplified the results of the initial surprise. The Turkish inability to adapt in time led to the collapse of their defence.

TENETS OF MANOEUVRE

- 4.8 The successful application of manoeuvre theory is underpinned by the seven tenets of manoeuvre.

Focus all Actions on the Enemy's Centre of Gravity

- 4.9 The centre of gravity (COG) is that characteristic, capability or locality from which a force, nation or alliance derives its freedom of action, strength or will to fight. At the tactical level, the COG will often change as the battle progresses and will often be determined by the interaction of the enemy and friendly intentions. The approaches to defeating the enemy's COG are described as dislocation and disruption. Plans should seek to achieve these effects.

4.10 Dislocation. Dislocation involves action to render the enemy's strength irrelevant by not allowing it to be employed at the critical time or place. Dislocation separates the enemy's COG from the key capabilities that support or protect it. Dislocation may be as follows:

- a. *Physical.* Focusing the enemy's strength in the wrong place constitutes physical dislocation. Such dislocation could be achieved by attacking the enemy at an unexpected place or by using deception to draw the enemy's main effort or reserve into a position where it cannot be used effectively.
- b. *Functional.* Functional dislocation occurs when the enemy's strengths are inappropriate to the circumstances. An example would be a force reliant on stand-off precision capabilities being tasked with counterinsurgency or stability tasks.
- c. *Temporal.* Temporal dislocation is achieved by preventing an enemy from employing their strength at a time of their choosing. Temporal dislocation includes pre-emptive actions such as surprise attacks.
- d. *Moral.* Moral dislocation is the undermining of the enemy's legitimacy. It occurs when the bonds between the enemy's leadership, people and forces – the sources of moral strength – are broken.

4.11 Disruption. Disruption is a direct attack that neutralises or destroys the enemy's COG. Disruption is a valid approach only when there is asymmetry between enemy and friendly COGs. When this is not the case, attempts at disruption may lead to simple attrition.

Surprise

4.12 Surprise is a state of disorientation resulting from an unexpected event that degrades the enemy's ability to resist. The purpose of surprise is to force the enemy into unplanned courses of action, thereby leading them into forced and unforced errors. Surprise is only effective when friendly actions are sufficiently unexpected to directly threaten to invalidate the enemy's plan. To be unexpected, actions must be perceived by the enemy as unreasonable. An apparently unreasonable course of action can only be achieved by accepting a degree of risk. The greater the risk, the greater the surprise and greater are the potential results. Surprise, therefore, can decisively affect the outcome of combat far beyond the physical means at hand.

Main Effort

- 4.13** The main effort is a physical concentration of force or means. All activities within an organisation aim to support or reinforce the main effort. It will be built by accepting weakness elsewhere. The creation of a main effort is critical to the success of a plan. In most cases, creating a decisive main effort will demand the acceptance of substantial risk. The main effort is directed at those objectives that are most likely to defeat the enemy's plan. The main effort may change during a battle.

Reconnaissance Pull

- 4.14** Reconnaissance pull refers to the identification and exploitation of fleeting opportunities within a wider operational framework. It recognises that land forces will seldom operate with comprehensive knowledge of the enemy or the environment. Therefore, there is a need to continually exploit relative enemy weaknesses (physical or moral) as they are disclosed. In this context, all forces are also reconnaissance forces. Successful reconnaissance pull requires forces that are versatile, adaptable, agile and able to maintain their freedom of action.
- 4.15** In the contemporary operating environment, the land force will be required to fight for and not necessarily with information. As a result, land force actions will be characterised by the 'adaption cycle' (act, sense, decide and adapt) which is described in the section on Adaptive Action.

Tempo

- 4.16** Tempo is a relative measure of the abilities of each opponent to understand, decide and implement appropriate adaptations to plans, dispositions or postures and, therefore, rests on versatility, adaptability and agility. All battle is a competition to maintain superior tempo. Superior tempo provides the initiative to the side gaining it and, therefore, enables them to set the conditions under which the battle is developed. Tempo is achieved through adaptive action, mission command and decision superiority. To maintain a tempo advantage over an enemy requires careful planning of logistic sustainment, work/rest cycles and suitably adaptive command and control.

Combined Arms Teams

- 4.17** A combined arms team is a case-by-case mix of combat, combat support, CSS and command support elements tailored to a specific combination of mission, threat and terrain. Each team aims to cover the vulnerability of

one part of the force with the strength of another. It also presents a dilemma for an enemy by triggering actions to protect against one threat that increases vulnerability to another. Flexible, modular combined arms teams are the basis of the versatility, adaptability and agility that underlie success in contemporary war. The combined arms team is an organisational framework that allows for rapid reorganisation, regrouping and retasking in response to constantly changing situations. In complex environments, combined arms teams are increasingly likely to include joint and interagency components, which should be seen as an expansion of the combined arms approach rather than a departure from it. In a complex high-threat environment, combined arms teams require the crucial adaptive capabilities of flexibility, agility, resilience and responsiveness.

Orchestration

- 4.18** Orchestration is the arrangement of physical and non-physical actions to ensure their unified contribution to the mission. Orchestration requires a high level of cooperation within combined arms teams and is achieved through the disciplined application of accurate and discriminating fire, timely use of information actions, and effective integration with inter-agency elements. When lethal force is applied, it must occur with speed, surprise, aggression and discrimination. Orchestration necessarily involves the coordination of interagency elements. Effective orchestration enables simultaneity, which is concurrent action throughout the depth of the battlespace. Simultaneity, if achieved, will threaten to overwhelm the decision-making capacity of the enemy and bring about a collapse.

ADAPTIVE ACTION

- 4.19** Adaptive action is an iterative process of forcing the enemy to respond and the land force then learning from those responses. By learning from the response of the enemy, the land force is able to change its behaviour. Adaptive action is a process of discovery and learning and is, therefore, about 'context appropriate behaviour'. It incorporates outputs from deliberate planning as the start point for subsequent interaction with the operating environment.

Dealing with Complexity

- 4.20** The interplay between multiple diverse actors, all competing to influence the allegiances and behaviours of societies, creates a constantly evolving complex system. The complexities can only be understood through

physical interaction with the population and the enemy. Success is achieved by learning from this interaction through the adaption cycle in Figure 7.

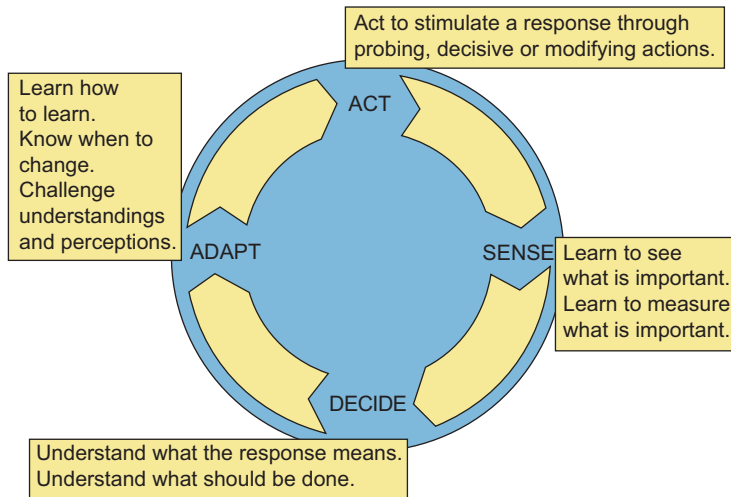


Figure 7: The Adaption Cycle

4.21 An enemy will attempt to operate below the land force's discrimination threshold, creating a high level of uncertainty. Using the adaptive cycle, the land force will take action in order to stimulate a response from the enemy. The nature of that response will provide a partial view of the tactical picture. That partial information is used to adjust the land force's plans or posture before the next action is taken. Repetition of this cycle enables the land force to gradually develop a clearer understanding of the tactical picture. In order to gain and retain the initiative, the land force must constantly and rapidly adapt to the emerging situation. This makes conflict a continuous meeting engagement. Threat groups will attempt to adapt their tactics, techniques and procedures faster than their enemy in order to exploit perceived weaknesses and gain allegiances or acquiescence from societies. Conflict is, therefore, a competitive learning environment in which the side that learns and adapts the fastest will hold the tactical advantage.

4.22 Traditionally the land force has conducted deliberate planning with the aim of arriving at a solution prior to taking action. This approach has the potential to fail to account for the complexity and adaptive nature of the environment. Adaptive action views deliberate planning as a means for arriving at a start point. It provides a mental model of the situation, how the land force is likely to adapt, the resources required and the time needed to allow a solution to be developed in contact. It is essential that

all levels of the land force understand what constitutes success at their particular level, how to measure that success, and how that success correlates to the operational and strategic levels.

Mission Command

- 4.23** Mission command is fundamental to reconnaissance pull, the creation of the main effort and the maintenance of superior tempo. Mission command allows faster, more relevant decision-making in complex, volatile environments, but also relies more heavily on individual judgement and tactical exertion. It is based on the clear expression of the senior commander's intent and the granting of freedom to subordinates to act creatively within that intent.
- 4.24** Mission command has been a core element of the Army's philosophy for decades. It was formally adopted in the mid-1980s and when adopted has proven effective in conflicts from Somalia and Rwanda, through East Timor to Afghanistan and Iraq.
- 4.25** In order for mission command to be successfully employed, the junior leader must have a detailed understanding not only of the immediate tactical commander's intent, but also of the broader operational and strategic situation. The subordinate is then expected to apply tactical judgement in achieving the commander's intent, regardless of changing situations. Junior leaders are also expected to seek opportunities to pursue their commander's intent without waiting for formal orders.
- 4.26** In contemporary operations, the degree of responsibility and initiative demanded of junior commanders is greater than ever before and leaders will often be non-commissioned officers or private soldiers and must, therefore, be empowered to perform as required. All commanders, regardless of worn rank, must be trained and developed to operate independently within a broad intent in complex and rapidly changing circumstances.
- 4.27** Uncertainty can never be completely eliminated from military operations and commanders at every level must be able to operate effectively in uncertain environments. This can be achieved by reducing the amount of certainty needed to act. Commanders, by providing carefully considered guidance, allow subordinates the freedom of action to exercise initiative and take action. Command operates on the basis of self-discipline rather than imposed discipline.

- 4.28 Trust and strong leadership underpin mission command. Operating within a mission command environment requires that all individuals be conditioned to lead within their sphere of action, to take initiative and to demonstrate a desire for responsibility. The Army must actively create the climate and foster behaviour that produce a mission command culture.

Decision Superiority

- 4.29 Decision superiority emphasises a general understanding of the environment, allowing local commanders to detect changes to the enemy or terrain, and a decision-making culture that encourages commanders to act quickly on the basis of incomplete information. In the complex, ambiguous, contemporary operating environment, commanders are unlikely to enjoy full knowledge of the enemy and terrain. Successful operations require commanders to make good decisions in a timely manner in the absence of full knowledge. Decision superiority, therefore, rests on education and training to prepare commanders to use their intuition and on their readiness to devolve decision-making to the greatest extent possible.

LINES OF OPERATION

- 4.30 The land force does more than fight. It takes a comprehensive approach to influence and shape the overall environment in order to allow peaceful political discourse and a return to normality. In a campaign, lines of operation describe where military effort is applied to achieve the end-state. The lines of operation are a philosophical operational framework from which to consider the diverse array of tactical tasks required to win the fight and influence the people. There is no template for which particular lines of operation should be used. Each conflict will be unique in its characteristics and will, therefore, require a unique comprehensively and holistically designed, planned and executed campaign plan. Generically, the land force should be prepared to consider tactical actions within an operational framework of five interdependent and mutually reinforcing lines of operation as follows:

- a. ***Joint Land Combat.*** This involves actions to secure the environment, remove organised resistance and set conditions for the other lines of operation.
- b. ***Population Protection.*** This provides protection and security to threatened populations in order to set the conditions for the re-establishment of law and order.

- c. **Public Information.** This action informs and shapes the perceptions, attitudes, behaviour and understanding of target population groups.
- d. **Population Support.** This establishes/restores or temporarily replaces the necessary essential services in effected communities.
- e. **Indigenous Capacity Building.** This nurtures the establishment of civilian governance, which may include local and central government, security, police, legal, financial and administrative systems.

4.31 Historically, these lines of operation have been a component of all wars; however, a comprehensive approach to campaigning focuses on the interdependence of each of the lines of operation. Operational experience demonstrates that tactical actions taken along one line of operation will likely impact on one or more of the other lines of operation. Therefore, tactical actions along one particular line of operation and the effect to be generated from these tactical actions must be considered in light of the other lines of operation.

4.32 The key to the land force's success in high levels of operational uncertainty is its ability to effectively orchestrate effort across multiple lines of operation. As a result, the land force must be able to quickly shift its main effort within a line of operation, and across multiple lines of operation, in response to and in anticipation of a rapidly changing situation. This ability is predicated on timely feedback and sufficient understanding to interpret the situation accurately. The ability to focus appropriate effort at the right time and place is founded on the following:

- a. **Operational Flexibility.** This is the ability to maintain effectiveness across a range of tasks, situations and conditions within and across multiple lines of operation.
- b. **Operational Agility.** This is the ability to dynamically manage the balance and weight of effort across multiple lines of operation in space and time.
- c. **Operational Resilience.** This is the capacity to sustain loss, damage and setbacks and still maintain essential levels of capability across core functions and multiple lines of operation.
- d. **Operational Responsiveness.** This is the ability to rapidly identify then appropriately respond to new threats and opportunities within and across multiple lines of operation.

COMBAT FUNCTIONS

4.33 The combat functions describe the range of actions that land forces must be able to undertake to apply land power. Combined arms teams will be structured to achieve an appropriate balance across the range of combat functions. Successful manoeuvre rests on achieving an appropriate balance in response to specific circumstances. The six combat functions are illustrated in [Figure 8](#).

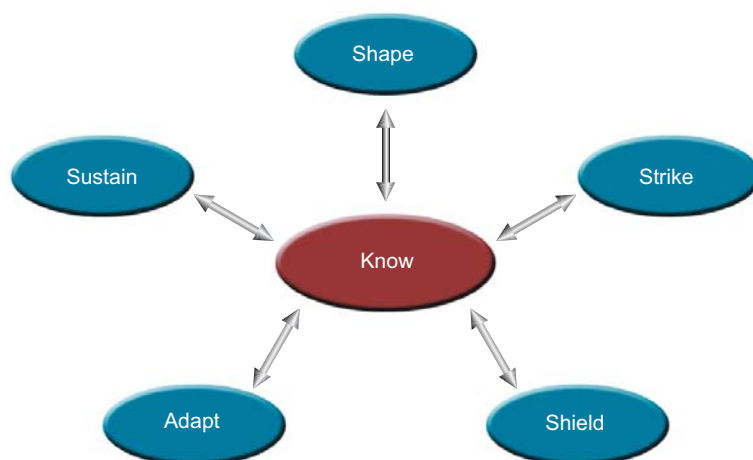


Figure 8: Combat Functions

4.34 Know. To know is to possess the capacity to predict, detect, recognise and understand the strengths, vulnerabilities and opportunities available within the battlespace. Knowledge links the other combat functions and is derived from information and understanding. Information is gained from Army, joint, coalition and civilian sources and distributed on a needs basis in real-time. When information is analysed, interpreted and understood, it becomes knowledge. Understanding is a cognitive process that is enhanced by professional mastery. The exploitation of knowledge, as a part of decision superiority, provides forces with a distinct advantage over the enemy.

4.35 Shape. To shape is to take actions that delay the enemy's response or lead the enemy into inadequate or inappropriate responses. Shaping can also include measures to prepare the friendly force so that consequent action can be more effective. Actions to shape the battlespace may include movement, informational and physical strikes and support or protection to non-combatants.

- 4.36 Strike.** To strike is to apply precise discriminate, physical or non-physical force in a timely fashion in order to achieve specific outcomes while minimising unintended consequences. It depends on the capacity of the force to orient, organise, move and apply appropriate force. Strike may also include the use of non-lethal activities.
- 4.37 Shield.** To shield is to protect friendly forces, infrastructure, local population and other non-combatants where required. Shielding is achieved by measures that include avoiding detection and protecting against physical or electronic attack. A wide variety of activities contribute to shielding, including signature management, movement, fire, physical protection, information actions, counter-reconnaissance operations, operational security procedures, active and passive air defence, deception and computer network defence. As the combat function which provides force protection, shielding is most effective when it is supported by a continuous and accurate assessment of threats and risks and early warning.
- 4.38 Adapt.** To adapt is to respond effectively to a change in situation or task. The chaotic nature of war results partially from actions by two or more forces that are constantly trying to dislocate or disrupt each other. The constant search for asymmetry leads to a dynamic and chaotic battlespace. The presence of non-combatants adds to this dynamism. Success in this environment rests on the application of reconnaissance pull and the development of superior tempo which, in turn, requires rapid and continual adaptation of positions, postures, procedures and plans. Adaptation rests on professional mastery, mental agility and flexible organisations.
- 4.39 Sustain.** To sustain is to provide appropriate and timely support to all forces from deployment, through the completion of assigned missions, to redeployment. It includes the provision of stocks, replacement of weapon systems and reinforcement. Sustainment of own forces is a joint responsibility that will be challenged by the enemy. The dispersion of units throughout the battlespace exacerbates the problem.

PRINCIPLES OF WAR

- 4.40** The Principles of War have been derived from critical historical analysis. They do not provide a precise formula for success in battle; however, their value lies in their use as a frame of reference for planning and for reviewing strategic and operational plans. At the tactical level, basic considerations derived from the Principles of War provide the basis for

reviewing tactical plans. In this way, the Principles of War complement the tenets of manoeuvre. The Principles of War are as follows:

- a. selection and maintenance of the aim,
- b. concentration of force,
- c. cooperation,
- d. economy of effort,
- e. security,
- f. offensive action,
- g. surprise,
- h. flexibility,
- i. sustainment, and
- j. morale.

4.41 Selection and Maintenance of the Aim. Military action is never an end in itself; it is always a means to an end. It is of fundamental importance that the end is always kept clearly in view. This cardinal principle applies equally to the strategic, operational and tactical levels of conflict. It relates to taking advantage of local opportunities only where they support the commander's intent.

4.42 Concentration of Force. Success in combat depends on achieving a concentration of force at critical locations and times. Concentration of force is the ability to apply decisive military force at the right place, at the right time and in such a way as to achieve a decisive result. In a disaggregated battlefield, this requires the ability for small disaggregated teams to converge rapidly, access joint fires, achieve local superiority and decisive advantage, and then redeploy or regroup when the task is complete.

4.43 Cooperation. Cooperation within joint combined arms interagency teams, allies and coalition partners is vital for success. Only in this way can the resources and energies of each be harnessed so as to achieve success.

- 4.44 Economy of Effort.** Economy of effort is the prudent allocation and application of resources to achieve the desired results. Economy of effort needs to be held in tension with other Principles of War, notably security and sustainment. For example, the more resources allocated to ensuring security, the less are available for offensive action. Since both security and offensive action are important Principles of War in their own right, economy of effort is needed as a means of balancing these competing requirements.
- 4.45 Security.** Security is vital in military operations to allow forces the freedom of action to operate effectively with minimal interference from the enemy and deny that enemy a similar advantage. Friendly forces and the enemy will operate in close proximity to the local population to gain information and influence them. Operational security is essential to provide security for the friendly force and to deny information to the enemy.
- 4.46 Offensive Action.** Offensive action is action taken by a military force to gain and retain the initiative. Offensive action is essential in most circumstances to the achievement of victory. When offensive action is required, it must be swift and decisive. Offensive action should be directed against vulnerabilities in the enemy's COG.
- 4.47 Surprise.** Surprise can produce results out of all proportion to the effort expended and is closely related to security. The ability of the land force to disperse and rapidly concentrate is critical to achieving surprise. Not all activities can remain concealed, so deception should be employed to conceal the intent of any action.
- 4.48 Flexibility.** Flexibility is the capacity to adapt plans to take account of unforeseen circumstances to ensure success in the face of friction, unexpected resistance, or setbacks, or to capitalise on unexpected opportunities. It relates to the ability to maintain effectiveness across a range of tasks, situations and conditions; the ability to dynamically manage the balance and weight of effort across different lines of operation in space and time; and the ability to rapidly identify then appropriately respond to new threats and opportunities.
- 4.49 Sustainment.** Sustainment refers to the support arrangements necessary to implement strategies and operational plans. These arrangements include those logistic and personnel aspects necessary for the efficient support of a force committed to operations. This refers to the requirement to logistically support a large number of small, dispersed combat teams while not compromising the location of those teams to the enemy.

4.50 Morale. Morale is an essential element of combat power. High morale engenders courage, energy, cohesion, endurance, steadfastness, determination and a bold, offensive spirit. In any given situation, military success may depend as much on morale as on material advantages. Good leadership, thorough training and success on operations will all contribute to good morale. Actions taken directly or indirectly to destroy the enemy's morale are an important means of reducing the enemy's combat effectiveness.

CONCLUSION

4.51 Manoeuvre theory is a warfighting philosophy that is well suited to Australia's experience of war, geostrategic circumstances and the nature of its soldiers. It is not a detailed prescription of what to do in battle. Instead, manoeuvre theory aims to develop a state of mind that focuses the Australian soldier's courage, initiative and teamwork against a creative and adaptive enemy. Its aim is always to undermine the enemy's cohesion and will to fight. Shattering the enemy's will to fight by targeting the COG requires the application of precise and discriminate force that supports the informational objective of making the situation appear lost to the enemy.

4.52 The successful application of manoeuvre theory is founded on the seven tenets of manoeuvre and adaptive action. Adaptive action uses the adaption cycle (act, sense, decide and adapt) to force a response from the enemy and learn from that response. A mission command culture is essential to the application of manoeuvre theory.

4.53 Most importantly, manoeuvre theory and adaptive action rely on combined arms teams that are able to balance the combat functions. Fighting power, which is explained in [Chapter 5](#), describes how the Army generates forces.

CHAPTER 5

FIGHTING POWER

How does the Army generate fighting power?

*Human force is threefold: it is mental, moral and physical, but none of these forms of force can be expended without influencing the other two.*¹⁹

INTRODUCTION

- 5.1 Australia is unlikely to ever possess a large standing army. However, as de Saxe has pointed out, 'it is not big armies that win battles; it is the good ones'.²⁰ To this end, the Army has embraced the concept of fighting power, which seeks to harness all its intellectual, moral and physical resources in the pursuit of success in battle. This chapter describes these three components and the role of professional mastery in integrating them to generate fighting power.

GENERATING FIGHTING POWER

- 5.2 Fighting power is the result of the integration of three interdependent components: the intellectual component provides the knowledge to fight, the moral component provides the will to fight and the physical component provides the means to fight. The role of professional mastery in the integration of these components is illustrated in [Figure 9](#).
- 5.3 The intellectual and moral components of fighting power represent the human dimension of warfighting. They are concerned with how people, individually and collectively, apply their non-materiel resources (intellect, emotions, motivation and leadership) to fight and win. The capacity to apply these resources is a critically important element in the human dimension of warfighting. It enables individuals and small teams, isolated in a complex and chaotic battlespace, to understand and act despite friction, danger, uncertainty and chance.

19. Fuller, J. F. C. MAJGEN 1926, *Foundations of the Science of War*, Hutchinson, London.

20. de Saxe, M. 1985, *My Reveries Upon the Art of War*, Stackpole Books, Harrisburg, p. 202.



Figure 9: Fighting Power

- 5.4** The physical component of fighting power is represented by land force elements – combat, combat support, CSS and command support. Collectively, these provide the building blocks for the land component of joint task forces. The functional division of responsibilities between the respective land force elements enables trained soldiers and equipment to be organised into combined arms teams. This is described under Physical Component.
- 5.5** Commanders at all levels carry the responsibility to develop and nurture the intellectual and moral components and combine them with the physical component in order to maximise the Army’s fighting power.

Professional Mastery

- 5.6** The concept of professional mastery is founded on the understanding that the Army will always need soldiers who can master the friction, danger, uncertainty and chance inherent in the complex battlespace. Professional mastery is generated through education, training and experiential learning and bounded by culture, ethos and values. Professional mastery is an amalgam of the following:
- a. the ability of soldiers to execute their duties,
 - b. their ability to perform these duties in a range of circumstances,
 - c. their self-confidence to act autonomously despite risk and ambiguity, and
 - d. their understanding of the purpose and consequences of their actions.

- 5.7 Professional mastery consists of more than technical proficiency in military art and science. Professional mastery requires that soldiers exert themselves physically, morally and intellectually to overcome fear, confusion, tiredness and uncertainty. Professional mastery guides the behaviour of soldiers through an understanding of the consequences of their actions or inactions and is the foundation of military discipline.
- 5.8 Professional mastery allows individual soldiers and the Army as a whole to be adaptable. Adaptability is the capacity to accommodate changing circumstances, either real or prospective. It is the tangible outcome of the collected professional mastery of soldiers manifested in an organisation that is continuously learning. It requires the intellectual capacity to understand the environment, the courage and integrity to act independently and the flexibility to allow effective task organisation.

INTELLECTUAL COMPONENT

- 5.9 The intellectual component is the way in which knowledge, creativity and analytical ability are applied to meet military challenges. Past success in battle is no guarantee of future victory, and the Army's way of fighting must be subject to constant scrutiny and examination. The intellectual component of fighting power provides the level of understanding necessary for success in the complex battlespace. Every soldier will be required to adapt constantly. The intellectual component allows adaptability in three important ways: analytical excellence, creativity and innovation, and continuous learning.

Analytical Excellence

- 5.10 Analytical excellence is the capacity of individuals to assess a situation quickly and accurately and to determine an appropriate response. Analytical excellence is the bedrock of objectivity, which is itself the basis of all good decision-making. Objectivity is the product of a mind trained in critical thinking and seasoned by experience, education and honest reflection.

Creativity, Innovation and Initiative

- 5.11 Creativity is the ability to generate new ideas and novel solutions to problems, whereas innovation is the ability to implement them. Creativity and innovation are crucial to finding and exploiting asymmetric advantages over a thinking, adaptive enemy. Both support mission command and are in turn supported by non-prescriptive, agile doctrine

and flexible standing operating procedures. Creativity and innovation are products of an organisational climate that encourages inquiry, debate, experimentation, testing and informed change.

- 5.12** Initiative is closely related to creativity and innovation and is fundamental to manoeuvre theory. Initiative is the use of individual judgement to take advantage of fleeting opportunities. It is critical for those taking the initiative to meet the higher intent and maintain the aim of the operation. It is also important for those taking the initiative to provide timely and accurate feedback to higher commanders in order for them to adapt their plans accordingly.

Continuous Learning

- 5.13** Continuous learning is necessary to cope with the challenges of contemporary operations. The art and science of war are constantly evolving and the complex battlespace presents an infinite array of unique circumstances. The constant search for an asymmetric advantage over thinking, adaptive enemies and potential enemies means that competitive learning occurs in both peace and conflict. To remain masters of the battlespace, all soldiers must dedicate themselves to continuous learning and self-improvement.
- 5.14** As well as soldiers learning individually, the Army must learn collectively and truly become a learning organisation. Doctrine is the repository of the Army's institutional knowledge.²¹ As the Army learns, its doctrine must constantly evolve. Success in the competitive learning environment of conflict requires rapid consolidation of new knowledge and experience into doctrine. This requires all soldiers to contribute to, and interact with, the Army's knowledge base.

Summary

- 5.15** The intellectual component is that dimension of fighting power concerned with what the Army knows and how fast it adapts. It is engendered by a continuum of training, education and individual development. It includes the ability of the Army and its people to understand contemporary operations and the likely needs of future operations to identify necessary changes and implement them.

21. Doctrine is the principal means by which the Chief of Army guides the Army. The Army's doctrine is organised in four levels: capstone provides strategic and philosophical guidance; fundamental shapes the mind; functional trains the mind; and tactics, techniques and procedures trains the individual.

MORAL COMPONENT

- 5.16 Above all else, conflict requires soldiers to act. Action in the face of mortal peril demands mental toughness and determination, measured by physical and moral courage. Innate physical and moral courage is strengthened by a shared sense of purpose, integrity and morale that collectively changes individuals into soldiers. Where the intellectual component of fighting power provides the knowledge to fight, the moral component supplies and sustains the will to fight. This encompasses why we fight (purpose), how we fight (integrity) and that we fight at great personal risk (morale).

Purpose

- 5.17 Purpose refers to the individual and collective belief in the worth of the cause underlying the task at hand. This belief is influenced by a range of intangible factors such as legitimacy, shared values and group ethos and is sustained by good leadership. These intangible factors operate to sustain individuals and teams in the pursuit of their objectives when the environment and the situation conspire to distract them. A shared sense of purpose provides the framework for the application of the Army's values of courage, initiative and teamwork.
- 5.18 Legitimacy refers to perceptions of justice, legality and morality as they apply to military operations and related actions. At the highest level, legitimacy finds expression in Australia using force only under defined circumstances and in a strictly controlled manner which reflects Australia's approach to warfighting.
- 5.19 More broadly, such legitimacy is expressed in the terms of international conventions covering the resort to, and the use of, military force including a substantial body of law embodying 'just war' doctrine. Legitimacy also flows directly through to the lowest levels when expressed in rules of engagement and orders for opening fire. The just war concept is the internationally accepted doctrine that maintains that resort to war (known in legal terms as 'jus ad bellum') can only be justified if seven principles are satisfied. Additionally these principles must be applied prior to resorting to war, during the conduct of the war and during the establishment of peace after the war. The principles are generally agreed as:
- a. ***Last Resort.*** Every effort must be made to resolve differences by peaceful means before resorting to the use of force.

- b. ***Competent Authority.*** Only legitimate (national) authorities can decide on war.
- c. ***Just Cause.*** War may be resorted to only after a specific fault and if the purpose is to make reparation for injury or restore what has been wrongfully seized.
- d. ***Right Intention.*** The intention must be the advancement of good or the avoidance of evil.
- e. ***Probability of Success.*** In a war, other than one strictly in self-defence, there must be a reasonable prospect of victory or of a just outcome.
- f. ***Proportionality.*** The innocent shall be immune from direct attack and the amount and effect of force used shall not be disproportionate to the end achieved.
- g. ***Comparative Justice.*** The outcome of the conflict must be worthwhile considering the cost of death and destruction.

5.20 Jus Post Bellum. Over recent years, the concept of jus post bellum has been developed. Jus post bellum contends that any war must be terminated in a fashion that will not seriously harm the future peace, and that the peace after war must include a settlement that brings justice to as many as possible.

Integrity

5.21 Integrity is the attribute of individuals who have the professional mastery to deal with moral dilemmas. Integrity is founded in the moral courage that enables soldiers to make the right decisions in the midst of ambiguity. Part of moral courage is mental toughness, which allows soldiers to overcome physical tiredness and danger and provides the resilience to recover from setbacks and the loss of their comrades. Fully developed, integrity enables soldiers to master their impulses and exert a positive influence on their peers and superiors.

5.22 Integrity is essential to soldiering and sustaining the will to fight. Both in and out of battle, leadership – whether exercised directly through command or indirectly by example – is much more than the practical art of influencing and directing soldiers. Leaders must develop a moral climate within their organisations that builds and exercises the integrity of all individuals.

- 5.23** A just purpose cannot provide moral legitimacy unaided. The personal character and ethics of those tasked with achieving such a purpose are equally important. Even the most just cause can be undermined by deficiencies in the way that it is pursued. Only a just purpose implemented with integrity is consistent with the Australian military tradition and national character.
- 5.24** In conflict, the normal constraints on behaviour are absent or sublimated. Leadership and collective trust required within the Army depend on robust personal integrity anchored in the character and qualities capable of absorbing the shocks and dilemmas of battle. Integrity assumes moral courage. Together with mental toughness, which enables soldiers to overcome physical tiredness, danger, and peer and other pressure, integrity supports soldiers in making morally right decisions. Robust integrity enables soldiers to master their natural impulses and exert a positive influence on their peers and superiors.
- 5.25** Successful military operations demand integrity and moral courage at every level. The importance of a soldier's moral character cannot be overstated with regard to developing and sustaining fighting power. This moral character is sustained through the individual's system of belief.

Morale

- 5.26** Morale is the collective and individual confidence in an organisation that encourages individuals to subordinate their own welfare to collective goals. It is closely related to their shared sense of purpose and values (*esprit de corps*) which is supported by spiritual, rational and material foundations. As an expression of confidence, morale requires trust between the individual and the organisation and between individuals in the organisation. High morale sustains individual and collective will in the face of adversity. It is, therefore, fundamental to the generation of fighting power. Morale is considerably enhanced by success.
- 5.27** The rational foundations of morale reflect the importance of reason. Soldiers should be confident that they have been well-prepared for operations. They must be given tasks that are meaningful and provide scope for professional development. Commanders and staffs must acknowledge their effectiveness is ultimately based on the confidence and respect that soldiers have in and for them. Morale is nourished by sound leadership, effective communication and by meeting the emotional and material needs of individual soldiers and their families to the maximum extent practicable.

5.28 Morale cannot be permanently sustained by rational and material motivations alone. In particular, these cannot satisfy the human need to have an overarching meaning, which helps soldiers to come to terms with death and suffering that is an inevitable part of conflict. Soldiers need to know that the sacrifice they may be asked to make serves a higher purpose than simply political and economic aims. The ANZAC tradition is the most obvious public expression of this in Australia.

Summary

5.29 Ultimately, the fighting power of the Army relies on the readiness of its soldiers to fight. The source of their willingness to place themselves and their subordinates at great risk lies in a shared sense of purpose, integrity and high morale. Together with the intellectual component, the moral component supports the most effective application of the final component of fighting power – the physical.

PHYSICAL COMPONENT

5.30 The physical component of fighting power, represented by land force elements, provides the Army with the means to fight. Land force elements are interdependent and will be present, to a greater or lesser extent, in any combined arms team. They are the building blocks that a commander will assemble into a task-organised, combined arms team.

Land Force Elements

5.31 The land force consists of combat, combat support, CSS and command support elements. These land force elements are complementary and integrated into combined arms teams. The specific balance between the land force elements in a given combined arms team will be determined by consideration of the mission, threat and terrain. The composition of land force elements is as follows:

- a. **Combat.** Combat elements are those land force elements that are intended to engage the enemy with direct fire weapons. Combat elements include armour, infantry, special forces and aviation.
- b. **Combat Support.** Combat support elements provide offensive support and operational assistance to combat elements. Combat support elements include offensive support, ground-based air defence, ISR capabilities, electronic warfare elements, combat engineers and battlefield support aviation.

- c. **Combat Service Support.** CSS elements support land force elements through the provision of sustainment, movement, distribution, health services, personnel services and equipment maintenance activities.
- d. **Command Support.** Command support elements enable commanders to execute their command responsibilities, exercise control and provide specialist advice. They include headquarters staff, communication and information systems capabilities, public affairs and civil-military cooperation and military policing.

Organisation of the Army

- 5.32 The Army is organised hierarchically into formations, units and sub-units. The organisational structures employed by the Australian Army are the division, brigade, unit and sub-unit. Historically, these organisational structures reflected how the Army organised for operations. In practice, these traditional structures are not sufficiently flexible or robust for contemporary operations. Consequently, these organisational structures remain now to provide the framework for the raise, train and sustain requirements of the Army while providing the pool of land force elements.
- 5.33 For operations, combined arms teams are assembled as task forces (commanded by a division or brigade headquarters), battlegroups (commanded by a unit headquarters) and combat teams (commanded by a sub-unit headquarters). The synchronisation of the actions and outputs of these physical elements is achieved through their organisation into separate battlespace operating systems (BOS). The BOS are discussed in [Annex B](#).

Summary

- 5.34 The physical component is that dimension of fighting power concerned with the means to fight. These means are raised, trained and sustained through the Army's standing structure and grouped into combined arms teams for operations.

CONCLUSION

- 5.35 Individuals and organisations contribute to winning the land battle by exerting their intellectual, moral and physical strengths to defeat the enemy's will. Fighting power describes how the Army combines

individuals and equipment into teams motivated and prepared to perform operational tasks. Professional mastery maximises the Army's fighting power.

- 5.36** The components of fighting power need to be constantly debated, tested and modernised. Professional armies shun complacency; they value forthright and robust intellectual and professional debate, especially in the discussion of doctrine and the development of future capability. This debate can only occur when professional mastery is achieved throughout the Army. The Army's process for generating land warfare capability is discussed in the final chapter.

CHAPTER 6

GENERATING LAND WARFARE CAPABILITY

How does the Army generate the capability to conduct land warfare?

The aim of military study should be to maintain a close watch upon the latest technological, scientific, and political developments, fortified by a sure grasp of the eternal principles upon which the great captains have based their contemporary methods, and inspired by a desire to be ahead of any rival army in securing options in the future.²²

INTRODUCTION

- 6.1** The Army must provide the ADF with prepared forces that can win the land battle. The process of generating and sustaining such forces is called capability management. Capability management aims to balance current capability requirements (preparedness) with capability development (modernisation) to produce strategically relevant and combat-ready forces.

ARMY CAPABILITY

- 6.2** The Army's capability is developed to provide the Government with a range of options to support the national interest. These options are based on strategic guidance, which is reviewed by the Government and Defence on a regular basis. The development of the Army's capability is constrained by two factors: the level of funding allocated to the Army and the ability to attract and retain high quality people. The Army, as part of Defence, represents only one priority among many for government expenditure. As such, the Army must constantly demonstrate its relevance in order to secure the funding it requires. Equally, the Army must compete with a wide range of other employers to secure the people required to meet the demands of the contemporary conflict environment.

22. Liddell Hart, B. H. 1944, *Thoughts on War*, Faber and Faber Ltd, London, p. 122.

Consequently, the attractiveness of the Army as an employer is a critical determinant of its capability.

- 6.3 The Army must be relevant, credible and cost-effective. To achieve this, the Army uses a capability management framework that is based on the Army capability sub-outputs, the Army Model and the key functions of capability.²³

The Army Model

- 6.4 The Army Model, illustrated in [Figure 10](#), describes the relationships between the Army, the wider ADO, the national support base and the international support base. The model highlights the key functions of capability that are essential for the conduct of operations, and illustrates those elements that collectively create the ability to deploy combat-ready forces on operations. The outputs of the Army Model are as follows:
- a. ***Deployed Force.*** This component contains the combat, combat support, CSS and command support elements that are deployed. Strategic guidance determines the size and composition of the deployed force. The force will consist mainly of regular (full-time) forces but will also have individual and collective reserve (part-time) elements that provide specific capabilities at appropriate levels of readiness.
 - b. ***Combat Force Reserve.*** This component also contains combat, combat support, CSS and command support elements. It provides a mobilisation and sustainability base for the deployed force through individual reinforcement, individual replacement, force element rotation and equipment cross-levelling. The combat force reserve is, in essence, the Army's strategic depth because it allows the deployed force to adapt to changed strategic circumstances and to be rotated and sustained on operations.
 - c. ***Enabling Component.*** This component includes individual training and base logistic support elements from the Army and the wider Defence organisation. It provides the support required to expand and sustain the deployed force and the combat force reserve, as well as the means to generate new capabilities. The enabling component must possess sufficient surge capacity to meet short-notice increases

23. The capabilities provided by the Army are mandated by the Army Capability Output and its sub-outputs. These provide the framework for financial governance. The sub-outputs do not reflect operational groupings of units, but do reflect the raise, train and sustain structure of the Army. These sub-outputs may change as the Army evolves.

in demand. The enabling component draws resources from the national and international support bases by recruiting personnel, procuring materiel and commissioning the provision of services.

- d. **National and International Support Bases.** The Army is highly dependent on the support received from its national and international support bases. The national support base includes all government departments, agencies and industry that provide support to the Army, such as infrastructure, materiel and logistics. The Australian people are also a critical element of the national support base, as they provide volunteers for the Army. The international support base includes overseas materiel and logistic support sources and other defence forces.

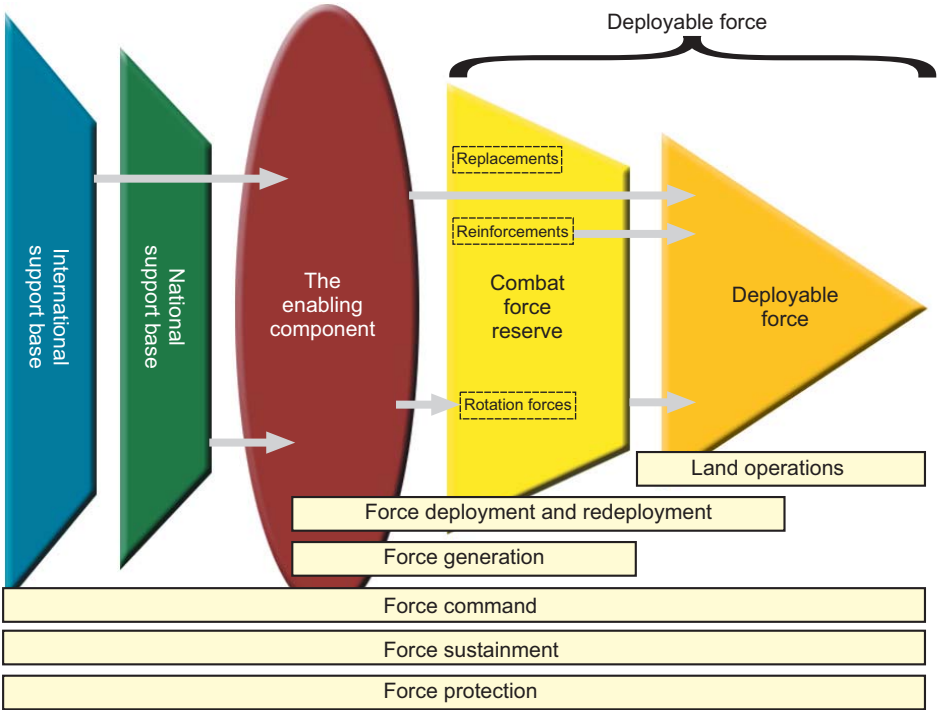


Figure 10: The Army Model and Key Functions of Capability

The Key Functions of Capability

6.5 The components of the Army Model represent the Army's contribution to the ADF's ability to generate, deploy, sustain, protect and command effective forces. Together, these ADF activities are called the key functions of capability and are as follows:

- a. **Force Generation.** Force generation is the process of recruiting, training, organising and equipping soldiers and forces for specified roles, tasks and operational viability periods within designated warning times.²⁴ Army's individual and collective training system is designed to stimulate and empower soldiers to master those aspects of contemporary warfare that they are likely to encounter. Force generation also implies reconstitution of forces after they have been withdrawn from operations.²⁵
- b. **Force Deployment and Redeployment.** Force deployment and redeployment refers to the ability to mount, move, stage and rotate forces between home locations and an area of operations, and between areas of operation, while maintaining operational effectiveness.
- c. **Land Operations.** Land operations are the actions (described in [Chapter 4](#)) taken by deployed force elements to achieve their assigned missions.
- d. **Force Sustainment.** Force sustainment is the process of providing the physical and psychological support, consumable and non-consumable materiel and essential infrastructure to enable deployed force elements to continue operations beyond their designated operational viability period to achieve strategic objectives.
- e. **Force Protection.** Force protection includes the passive and active measures taken by the entire force to provide a commander with freedom of action by preventing the enemy, environment or other influences from interfering with the other capability functions and achieving strategic objectives.

24. 'Operational viability period' is the period immediately following deployment on operations during which deployed forces must be self-sufficient until the logistic resupply system is in place. It is normally measured in days.

25. Force generation encompasses mobilisation which is a continuum of activity that includes preparation, work-up, operations and reconstitution. There are four tiers of mobilisation. These are explained in *ADDP 00.2, Preparedness and Mobilisation, Provisional Doctrine*, 2004.

- f. **Force Command.** Force command is the process of synchronising and directing activities in the other capability functions to achieve strategic objectives.

PREPAREDNESS

- 6.6 The Army is required to maintain a level of preparedness in accordance with the Joint Operations Command Operational Preparedness Requirements (or JOCOPR). The Army translates this requirement into the Chief of Army Capability Directive (or CACD). Selected capabilities are held at varying levels of preparedness described by the terms 'operational level of capability' (commonly known as OLOC) and 'minimum level of capability' (commonly known as MLOC). The directed level of capability (commonly known as DLOC) captures the levels of capability required to meet preparedness, ongoing operations and known national task requirements.²⁶
- 6.7 The levels of operational capability are determined by an analysis of the following factors:
 - a. **Operations at Short Notice.** The Army elements required for current or short-notice operations are predominantly drawn from the regular Army and supported by some specialist reservists. In the contemporary strategic environment, there will be little warning for operations. Consequently, the Army has been directed to maintain a large proportion of its force at high levels of preparedness.
 - b. **Operations at Longer Lead Times.** The Army elements that can be generated or developed to operationally competent levels within the expected warning times for major conflict are predominantly held in integrated and part-time units. These force elements are maintained at lower levels of preparedness.
 - c. **Critical Individual Skills.** Specialist skills that cannot be generated affordably or maintained full-time, but might be required in small numbers at short notice, are predominantly held in reserve units.

26. OLOC is the task-specific level of capability required by a force to execute its role in an operation at an acceptable level of risk.

MLOC is the lowest level of capability from which a force element can achieve its OLOC within Readiness Notice, and it encompasses the maintenance of core skills, safety and professional standards.

DLOC is expressed in terms of assigned force elements, tasks, authorised readiness and sustainability requirements against Joint Operations Command Operational Preparedness Requirements (or JOCOPR).

Selected members of these force elements will be held at higher levels of preparedness.

- d. **Critical Collective Skills.** The Army elements that are not required at short notice but are difficult to generate are held in reserve units at lower levels of preparedness.

Fundamental Inputs to Capability

- 6.8 The Army's management of preparedness will determine the level of capability that can be made available for operations and the retention of critical individual and collective skills. The resources available to the Army, however, will always be limited. The Army must, therefore, balance the competing demands of generating capability for near-term tasks (preparedness) with the concurrent necessity to develop future capability (modernisation). This balance occurs across the Fundamental Inputs to Capability (FIC): organisation, personnel, collective training, major systems, support, supplies, facilities, and command and management.
- 6.9 Balance is required as decisions to invest in one area generally result in fewer resources for others, noting that preparedness equates to consumption and modernisation to investment. Just as balance is required between preparedness and modernisation, there is a requirement to synchronise the FIC elements across Army's capabilities. Therefore, FIC not only provides a template by which the Army's physical requirements for fighting power can be checked and assessed, but also a framework which ensures that Army's modernisation initiatives are comprehensive. [Annex C](#) describes FIC in further detail.

CONTINUOUS MODERNISATION

- 6.10 An Army that resists change and does not follow the path of continuous modernisation will fail. In order to avoid this pitfall, the Australian Army prepares to meet future operational needs in a way that is in balance with the requirements of current operational commitments. The anticipation of future needs must be cognisant of the time required to introduce capabilities and the length of time for which they are expected to be in service.
- 6.11 To prepare the land force for conflict there is a requirement for a continuous modernisation process that ensures a balanced force able to adapt rapidly to change. The land force must be optimised for flexibility,

agility, resilience and responsiveness as key enablers in their own right, allowing the land force to generate a wider range of capabilities and transition between them more readily.

- 6.12** To meet this challenge, the Army has embraced concept-led, capability-based modernisation. This approach utilises warfighting concepts to investigate and describe future operating environments and to guide the development of military capabilities through the Capability Life Cycle.²⁷ The concept-led, capability-based approach optimises the Army's capability by planning for the future in the near-term, medium-term and long-term. By anticipating the needs of the Army as far into the future as possible, and seeking to meet those needs as soon as practicable, the process of modernisation can be incremental and continuous. The means for this continual and rigorous examination is known as 'backcasting.'
- 6.13** The near-term force is known as the Army-in-Being. It is a sustainable land force within the projected resource allocation for the next five years. The Army-in-Being provides a base for the Army to evolve into the Army Objective Force (AOF). The AOF is the force structure and capability set to which the Army is moving over the next 10 to 20 years.²⁸ The AOF is well defined across each of the FIC but retains flexibility to adapt to changing circumstances. Beyond that, the Army-after-Next (AAN) focuses thinking for the next 20 to 30 years. The AAN lacks precise shape and concentrates on examining key concepts and capabilities that are likely to enhance the effectiveness of future land forces. The Army Capability Development Continuum is depicted in [Figure 11](#).
- 6.14** Future warfare concepts describe the operating environment, tasks and warfighting methods of the AAN. The Army Continuous Modernisation Process (commonly known as ACMP) provides the framework for translating the Chief of Army's intent (referred to as the Chief of Army Development Intent or CADI) for the AOF and AAN and coordinates further concept studies, scientific research, experiments and wargames. The ACMP, therefore, seeks to support Army's modernisation process by addressing the phases of the Capability Life Cycle through a concepts-led, capability-based framework.

27. The *Defence Capability Development Manual*, 2006 describes this as a capability's whole-of-life cycle from initial identification of a need through to its disposal. This cycle has five phases: Needs, Requirements, Acquisition, In-service and Disposal.

28. Army 2016 is the current AOF. It consists of the enhanced special operations capability, the Hardened and Networked Army (commonly known as HNA) and the Enhanced Land Force.

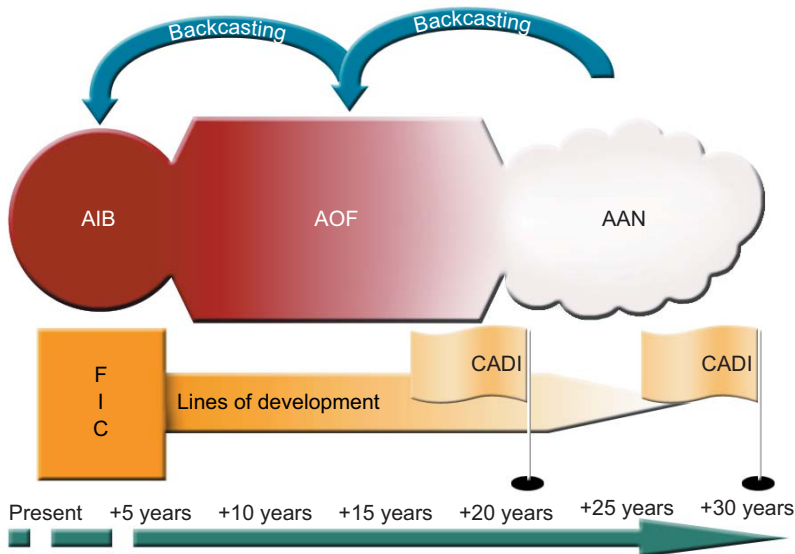


Figure 11: The Army Capability Development Continuum

- 6.15** The Army Experimental Framework further supports the journey from Army-in-Being to AAN by conducting experiments to explore and validate future warfighting concepts and to explore and inform capability decisions required by both the Needs and Requirements phases. The Army Experimental Framework provides the discipline, tools and processes to test and refine concepts and capabilities well in advance of their introduction, and to assure timely consideration and development of integrated plans for the acceptance and in-service application of Army's future capabilities.

CONCLUSION

- 6.16** The Army's approach to capability management recognises the importance of achieving balance between preparedness and modernisation. This balance is primarily reflected in the way resources are managed and allocated between competing priorities. This approach positions the Army at the forefront of military performance today and in the future.

ANNEX A

A BRIEF HISTORY OF AUSTRALIAN MILITARY STRATEGY

1. Since Federation in 1901, Australia has engaged in five broad national military strategies: integration in Imperial (and later Commonwealth) Defence (1901–42 and 1945–69), Forward Defence (1955–72), Defence of Australia (1973–97), Regional Defence (1997–2001) and an emerging expeditionary military strategy (2001 to the present). Changes in broad strategy tended to be gradual, and there was considerable, and at times even dissonant, overlap during the transition periods. Each strategy was a response to the circumstances of the era in which it was formulated, and each was heavily influenced by domestic economic, social and political considerations and not solely driven by an objective view of strategic reality. A common theme throughout, in both theory and practice, has been the desire to forestall the development of a direct threat to mainland Australia.
2. Traditionally, the debates about Australia's strategic policy have centred on the alternative concept of continental or forward defence. Historically, Australia has depended on collective security arrangements with its allies.²⁹
3. Under the Imperial, and later Commonwealth, defence strategies, Australia maintained a small, predominantly part-time army for the land defence of key points in Australia and a navy that was intended to mobilise as a fully integrated element of the Royal Navy in a global role. British strategic sea power, and especially the perception of such power, provided for Australia's strategic and regional security. Australia responded to major wars by raising ad hoc expeditionary land forces to fight as a contingent of a larger Commonwealth force. In the 1920s and 1930s this strategy became overly centred on a single strategic gamble known as the Singapore Strategy, which was fiercely debated among the Services and within Government. Its adoption was largely predicated on Government reluctance to fund the military, naval and air power necessary for Australia to have a sufficient degree of strategic (and operational) independence.

29. ANZUS – Australia, New Zealand, United States – Treaty; SEATO – South-East Asia Treaty Organisation; FPDA – Five Power Defence Arrangements.

4. Imperial defence strategy became steadily untenable once the British Empire's strategic alliance with Japan was abandoned in 1921 and enmity subsequently developed. As British economic power declined, the Royal Navy and Royal Air Force could not be maintained in sufficient strength in both the European and Eastern theatres. The fall of Singapore to the Japanese in early 1942 vindicated much of the critical strategic analysis proposed by senior Army and Air Force officers throughout the 1920s and 1930s.
5. During 1941 and 1942, Australia's limited national means were quickly redeployed in the direct defence of mainland Australia. For the first time, invasion of Australia became a real possibility following repeated attacks on the mainland. This experience focused the Government's attention on the critical importance of the archipelagos of South-East Asia and the South-West Pacific to Australian security. Having fought side-by-side in the Pacific campaigns, the United States and Australia became important allies. The events of 1942 highlighted the need to find the right balance between security through alliance with stronger partners and a sufficient measure of self-reliance.
6. After World War II, Australia gradually adopted a strategy of 'Forward Defence', which reflected both the traumatic World War II experiences and the Australian Government's focus on instability in Asia. The spread of communism through wars of invasion and sponsored insurgencies and the weakness of the emergent nation-states of South-East Asia were of particular concern. The mid-1960s also saw Australia complete its transition from reliance on Great Britain to alliance with the United States. After World War II, the creation of a small but more readily useable regular army and of more broadly employable maritime and air forces also acknowledged the need to increase the element of self-reliance in Australia's defence capability.
7. Strategic failure in Vietnam in the early 1970s resulted in a reassessment by both Australia and the United States of their respective commitments to support allies in Asia directly. President Nixon's 1969 Guam Doctrine had already noted that, while the United States remained committed to the Asia-Pacific region, the nations of the region should not assume that the United States would commit combat troops to their defence.
8. In the aftermath of Australia's withdrawal from Vietnam in 1971-72, and from forward bases in Singapore in 1973 and Malaysia in 1985, a gradual but continual reassessment of AMS occurred; this reassessment was concurrent with growing strategic and economic stability in much of South-East Asia. Beginning with the debate over the 'Fortress Australia' concept in the late 1960s, this transitional phase culminated in the Dibb

Review of 1986, in which a strategy termed 'Defence of Australia' was developed and adopted. Defence of Australia rearticulated a concept of 'defence-in-depth', with the main effort focused on the defeat of an adversary in what was narrowly termed the sea-air gap immediately to Australia's north.

9. Since Australia's Strategic Review 1993, Australia has generally moved towards a more proactive approach to meeting its security needs. Beginning with *Australia's Strategic Policy 1997*, and expanded in the *Defence White Paper Defence 2000: Our Future Defence Force*, there was a long overdue reassessment of where and in what circumstances the direct defence of mainland Australia and Australian interests actually begins. Australian defence policy now recognises that a secure Australia depends on a secure region. By working in cooperation with regional states, Australia is best placed to prevent potential threats arising, deal with them when they first arise and do so in a way that maximises Australia's strategic space.
10. Since 2001, there has been a gradual shift in Australia's approach to meeting its security needs, with a greater emphasis on expeditionary operations. While Australia naturally takes a close interest in its neighbourhood, Australian security interests are not defined by geography alone. *Australia's National Security – A Defence Update, 2003*, *Australia's National Security – A Defence Update, 2005*, and *Australia's National Security – A Defence Update, 2007* identified the threat to Australian interests arising out of global terrorism, weapons of mass destruction and failed states can occur anywhere across the globe. Accordingly, the ADF has engaged in both operations in the near region (such as the Regional Assistance Mission to the Solomon Islands – RAMSI) and in operations further afield in Afghanistan and Iraq. Additionally, the ADF has been engaged in humanitarian and disaster relief operations in Indonesia and Pakistan, again reflecting a broader understanding of Australia's national interests and the role of the ADF in supporting them.
11. The emerging expeditionary military strategy still recognises the primacy of the Defence of Australia as a strategic task and the importance of the security of the near region for Australia's security interests. However, it also recognises that a dynamic and challenging global security environment requires a highly flexible and deployable ADF. It is expected that meeting the challenges of this new global security environment will place additional operational calls on the ADF as a whole and particularly on the Army.

ANNEX B

BATTLESPACE OPERATING SYSTEMS

1. The BOS are a framework within which the actions of a force are synchronised across the battlespace. The BOS represent the physical component of fighting power providing the Army with the means to fight. These operating systems are interdependent and equally important. The BOS are as follows:
 - a. ***Command and Control.*** The command and control BOS orchestrates all systems and personnel involved in exercising authority and direction over assigned or attached forces. This BOS coordinates a range of personnel, equipment, communications, facilities and procedural systems and measures that are employed by a commander to plan, direct and control forces and operations in the accomplishment of a mission.
 - b. ***Manoeuvre.*** The Manoeuvre BOS orchestrates the means of prosecuting close combat and concentrating sufficient force at the decisive point to achieve surprise, psychological shock and physical momentum. The actions orchestrated through the Manoeuvre BOS are enhanced through the synchronisation with the other BOS, in particular the Offensive Support BOS and the Information Dominance and Influence BOS.
 - c. ***Intelligence, Surveillance and Reconnaissance.*** The ISR BOS produces intelligence for the planning and conduct of operations. This BOS orchestrates all systems and personnel involved in planning, managing and collecting information on enemy capabilities and intentions and the physical environment. This is achieved through intelligence gathering, reconnaissance and surveillance methods, platforms and agencies using visual, acoustic, electronic, photographic or other means.
 - d. ***Information Dominance and Influence.*** The Information Dominance and Influence BOS orchestrates those capabilities specifically designed to affect adversary decision-making and information flows, while enhancing or protecting friendly information and decision systems. These activities include operations security, deception, computer network operations, electronic attack measures, electronic protection measures, counterintelligence and psychological operations. Civil affairs and public information activities are also

coordinated with the Information Dominance and Influence BOS. These activities are not specifically planned as information activities but are considered during the course of planning as contributing or enhancing activities.

- e. ***Offensive Support.*** The Offensive Support BOS orchestrates the use of indirect fire weapons, armed aircraft and other lethal and non-lethal means in support of a ground or air manoeuvre plan. Offensive support includes indirect fire capabilities and the offensive support architecture and systems required to plan and coordinate fire, including the requests for joint assets. The effectiveness of offensive support is dependent on the integration of intelligence, surveillance, target acquisition and reconnaissance assets that detect and track targets before a task and provide combat assessment after its conclusion.
- f. ***Mobility and Survivability.*** The Mobility and Survivability BOS orchestrates a diverse range of capabilities that contribute in the broadest sense to knowing and shaping the physical dimension of the battlespace. These capabilities include: geospatial support to enhance knowledge of the physical dimension; mobility support to enhance friendly freedom to physically manoeuvre; countermobility support to deny the enemy freedom to physically manoeuvre; survivability support to reduce the effects of hazards, including chemical, biological, radiological and nuclear threats; and sustainability support to enable a force to maintain the necessary level of fighting power.
- g. ***Ground Based Air Defence.*** The Ground Based Air Defence BOS orchestrates all the Army's weapon systems, processes, procedures and personnel designed to nullify or reduce the effectiveness of attack by hostile aerial platforms and munitions after they are airborne. The activities orchestrated by this BOS prevent the enemy interfering with the conduct of land operations from the air, thereby enhancing a commander's freedom of combat manoeuvre. This BOS encompasses the coordinated employment of dedicated air defence/anti-air systems, defensive counter-air systems and also the use of fire by non-specialist weapons (all-arms air defence) at aerial targets.
- h. ***Combat Service Support.*** The CSS BOS orchestrates all systems, platforms and personnel that provide logistic and personnel support and sustainment, including systems to provide CSS, command, control, communications, computers and intelligence, distribution, materiel support, engineering support, health services support and personnel services.

ANNEX C

FUNDAMENTAL INPUTS TO CAPABILITY

1. The Army balances the competing demands of generating capability for near-term tasks (preparedness) and developing future capability (modernisation). This balance occurs across the FIC which are a Defence-wide recognised framework for managing all current and future ADF major capabilities.
2. Current Army capability is managed by allocating and integrating FIC resources to units. The synchronisation of Army's actions and outputs is dependent on preparedness requirements and is achieved through the FIC and the BOS (the BOS are described in [Chapter 5](#) and [Annex B](#)). The BOS are the framework within which the actions of a force are synchronised across the battlespace. The FIC provide the template for checking and assessing the Army's physical requirements for fighting power. The FIC also provide a structure for pursuing the Army's modernisation criteria to satisfy future operational needs. The FIC are organisation, personnel, collective training, major systems, support, supplies, facilities and command and management and are further described as follows:
 - a. **Organisation.** All organisations within Defence must ensure a balance between structure and personnel positions (with the competencies required) and adequate command and control arrangements in order to meet contingency deployments and continual force improvement requirements. This is essentially a minimal-cost activity that provides the underpinning structure for Defence. At the Service level, consideration must be given to developing flexible functional groupings that can meet contingency personnel rotation requirements and continual force improvement requirements. Army enhances its modernisation process through 'organisation' by structuring its functional commands to introduce and sustain new capabilities being delivered into service.
 - b. **Personnel.** All positions within Army must be occupied by individuals who satisfy appropriate readiness levels and have the competencies (gained through individual training regimes) and motivation to perform the functions of the position. These requirements include medical and dental standards, physical fitness and appropriate individual training. The Army's ability to recruit, develop and retain suitable personnel is crucial to this requirement.

Furthermore, Army must ensure that it has a comprehensive personnel management framework in place to implement and sustain the introduction of new capabilities under Army's modernisation plan. The Personnel FIC element includes the retention and development of people to meet the needs of the ADF. This incorporates salaries and wages, superannuation and allowances. Issues related to Personnel FIC include:

- (1) ***Individual Training.*** While compartmental to Personnel FIC, it is important to recognise individual training as one of the key enablers to Army's preparedness and modernisation requirements. It provides the foundation for capability and it underpins the successful prosecution of land operations. The major elements of Army's individual training system are skills training and professional military education. It is through the interaction of training and education that soldiers develop the attitude, skills and knowledge necessary to master the profession of arms for both contemporary and future warfare.
- (2) ***Training Liability for New Capability.*** Individual training is also critical to the introduction into service of new capability. It is important to identify early on in the capability development process the individual training requirements and the consequential effects associated with the establishment of new individual training regimes (eg. trade issues and doctrine).
- (3) ***Collective Training.*** Collective training applies laterally across combined, joint and single Service elements and vertically down to unit levels. To enhance performance, organisational elements must undertake a comprehensive and ongoing collective training regime (validated against Army's preparedness and modernisation requirements). Army is also required to consistently review, design and implement training regimes that generate collective (enhanced) competencies to support future forces and the introduction into service of new equipment.

- c. **Major Systems.** Major systems include the platforms and equipment required by Army to perform its tasks. These assets are normally managed through the Capability Life Cycle³⁰ and include armoured vehicles, missile systems and vehicle fleets. Army is required to develop, maintain and implement comprehensive fleet management plans (in partnership with the Defence Materiel Organisation) to ensure that all major equipments are effectively managed from introduction into service through to disposal.
- d. **Support.** The support framework encompasses the wider national support base and includes training and proficiency support, materiel and maintenance services, communications and information technology support, intelligence, recruiting and retention, research and development, administrative support and transportation support. Agencies that could provide this support include:
 - (1) other sub-outputs,
 - (2) output enablers,
 - (3) owner support agencies,
 - (4) private industry or contractors,
 - (5) OGA, and
 - (6) international support base agencies.
- e. **Supplies.** There are 10 classes of supply as described in *ADDP 4.2, Support to Operations*, 2003. These classes of supply are combined within a support framework to provide a comprehensive through-life-support framework for Army's major and minor system components, that are either in service or about to be introduced into service.
- f. **Facilities.** There must be appropriate facilities available to store, maintain, train and operate Army's capabilities as a whole. Facilities include buildings, structures, property, plant and equipment, areas for training and other purposes (eg. exercise areas and firing ranges), utilities and civil engineering works necessary to support

30. The *Defence Capability Development Manual*, 2006 describes this as a capability's whole-of-life cycle from initial identification of a need through to its disposal. This cycle has five phases: Needs, Requirements, Acquisition, In-service and Disposal.

capabilities, both at the home station and at a deployed location. Facilities may be owned directly or may be leased. Army is often required to assess and implement facility plans that generate the requirements (including barracks, infrastructure, support services and training areas) to support the introduction of new land force capability.

- g. ***Command and Management.*** This provides the framework by which Army's major decision-making and management reporting regimes deliver guidance to personnel. This FIC underpins Defence's operating and management environments through enhanced command and decision-making processes and management reporting avenues. This FIC also ensures that these processes contribute to the synchronisation of Army's effort into the joint process of introducing new capabilities into service under the Defence Capability Plan. Command and Management processes are required at all levels to plan, apply, measure, monitor and evaluate the functions an agency performs, with due cognisance of risk and subsequent risk management. Command and management includes written guidance, such as regulations, instructions, publications, directions, requirements, doctrine, tactical-level procedures and preparedness documents.

DISTRIBUTION

This publication has been distributed to all Army officers, elements of Navy, Air Force and the Australian Defence Organisation, senior members of the Australian Public Service and Members of Parliament, the media and academics.

GLOSSARY

This glossary is a compilation of doctrinally accepted definitions that have been taken from approved publications. The principal source for Australian Defence Force terms and definitions is the Australian Defence Glossary located at <http://dlms.dcb.defence.gov.au/> which contains terms and definitions from *Australian Defence Force Publication 04.1.1, Glossary*, 1994 and *Land Warfare Procedures - General 0-1-6, Land Glossary*, 2004. Only authorised terms and definitions have been used in this publication.

adaptability

The ability to embrace new or unforeseen tasks.

agility

The ability to transition between tasks rapidly.

area of influence

A geographical area wherein a commander is directly capable of influencing operations by manoeuvre or fire support systems normally under their command or control.

area of interest

The area of concern to a commander relative to the objectives of current or planned operations, including their areas of influence, operations and/or responsibility, and areas adjacent thereto.

area of operations

An operational area defined by the joint force commander for land or maritime forces to conduct military activities. Normally, an area of operations does not encompass the entire joint operations area of the joint commander but is sufficient in size for the joint force component commander to accomplish assigned missions and protect forces.

asymmetric advantage

The advantage gained through military actions that pit strength against weakness, at times in a non-traditional and unconventional manner, to which an adversary may have no effective response.

battlespace

Those geographical, physical and virtual areas that include the traditional domains of land, air and sea, space, the electromagnetic spectrum and cyberspace, which are of concern to a commander. Note: Also embraces the social, political and temporal contexts in which conflict is waged. Related terms: *area of interest, area of influence.*

campaign

A set of military operations planned and conducted to achieve a strategic objective within a given time and geographical area, which normally involve maritime, land and air forces.

centre of gravity

Characteristics, capabilities or localities from which a nation, an alliance, a military force or other grouping derives its freedom of action, physical strength or will to fight.

close combat

Combat carried out with direct fire weapons, against identifiable individuals, supported by indirect fire, air-delivered fires and non-lethal engagement means. Note: Close combat defeats or destroys the enemy forces or seizes and retains ground.

combined arms team

A case-by-case mix of combat, combat support, combat service support and command support elements selected on the basis of a specific combination of task, terrain and threat.

complex terrain

The environment shaped by physical, human and informational factors that interact in a mutually-reinforcing fashion. It is terrain that limits the utility of technological intelligence, surveillance and reconnaissance and reduces opportunities for long range engagement with a consequent increased emphasis on close combat.

cyberspace

The notional environment in which digitised information is communicated over computer networks.

decision superiority

The ability to make and implement more informed and more accurate decisions at a rate faster than the enemy.

dislocation

The result of actions to render the enemy's strength irrelevant by not allowing it to be employed at the critical time or place. In effect, dislocation separates the enemy's centre of gravity from the key capabilities that support or protect it.

disruption

The result of direct attack that neutralises or selectively destroys key elements of the enemy's capabilities. The aim of disruption is to reduce the enemy's cohesion and will to fight by neutralising or destroying parts of his force in a manner that prevents the force from acting as a coordinated whole.

friction

The effect of enemy action, adverse weather, complex terrain, poor coordination, insufficient or inaccurate information and human error on the conduct of operations.

informational objective

A high level message intended to contribute to the achievement of a political outcome.

main effort

A concentration of forces or means, in a particular area and time, where a commander seeks to bring about a decision.

mission command

A philosophy of command and a system for conducting operations in which subordinates are given a clear indication by a superior of their intentions. The result required, the task, the resources and any constraints are clearly enunciated, however, subordinates are allowed the freedom to decide how to achieve the required result.

orchestration

The arrangement of physical and non-physical actions to ensure their unified contribution to the mission.

professional mastery

The measure of the ability of soldiers to execute their duties; their ability to perform these duties in a range of circumstances; their self-confidence to act autonomously despite risk and ambiguity; and their understanding of the purpose and consequences of their actions.

reachback

The ability for a deployed force to access military or non-military support from the most appropriate source outside its immediate battlespace, whether it be a neighbouring unit, deployed support, other support or the national or international support base.

tempo

The relative measure of the abilities of opponents to understand, decide and implement appropriate adaptations to plans, dispositions or postures.

versatility

The ability to perform a range of tasks.

ABBREVIATIONS

The following abbreviations are used in this publication. Standard abbreviations have been listed in the abbreviations list and can be found at <http://dlms.dcb.defence.gov.au> or in *Australian Defence Force Publication 04.1.3, Abbreviations and Military Symbols*, 1995. Abbreviations shown in italics are specific to this publication and have not been accepted for joint Service use. Ranks, staff appointments, corps, commonly used measurements, publication titles and commonly used terms are used in their abbreviated format throughout the publication.

AAN

Army-after-Next

AMS

Australia's military strategy

AOF

Army Objective Force

BOS

Battlespace Operating System

COG

centre of gravity

CSS

Combat Service Support

FIC

Fundamental Inputs to Capability

ISR

intelligence, surveillance and reconnaissance

OGA

other government agencies

The following abbreviations appear in tables and figures within this publication.

AIB

Army-in-Being

CADI

Chief of Army Development Intent

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Gender

This publication has been prepared with gender-neutral language.

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AUSTRALIAN ARMY