

**FM 1-01**

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# **Generating Force Support for Operations**

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## **Generating Force Support for Operations**

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# Generating Force Support for Operations

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## Preface

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

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

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

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

This manual applies to the Regular Army, Army National Guard of the United States, and the U.S. Army Reserve unless otherwise stated.

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



# Introduction

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

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

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

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

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

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

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

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