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FM 100-11

Force Integration

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Force Integration

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PREFACE

This manual provides the Army's force integration capstone doctrine for use by those who plan, program, and manage the introduction and resourcing of changes to the Army's structure and composition. It is an equally valuable reference for commanders and leaders who execute the changes.

These changes are caused by the Army's adoption of new or revised doctrine, organizations, manpower, and equipment. The effects of change may impact any or all echelons from Headquarters, Department of the Army, to the installation and unit levels. Changes permeate each component of the Army (Active, Reserve and National Guard).

The force integration process minimizes adverse effects on the readiness of Army units and component commands while changes are implemented. As a result, the Army remains prepared to perform all of its missions promptly and decisively. These missions range across the spectrum of crisis from humanitarian operations, through military operations other than war, to fighting and winning the Nation's wars.

FM 100-5 describes the Army's doctrinal principles for employing forces to accomplish assigned missions on this spectrum. FM 100-11 discusses how the Army builds and maintains the force projection capabilities required to execute these operations.

The proponent for this manual is the Office of the Deputy Chief of Staff for Operations and Plans, Headquarters, Department of the Army. Record comments and recommendations on Department of the Army Form 2028 (Recommended Changes to Publications and Blank Forms). Send Forms to Commandant, Army Force Management School, 5500 21st Street, Building 247, Suite 1400, Fort Belvoir, Virginia 22060-5923.

INTRODUCTION

Title 10 (Armed Forces), United States Code, section 3062, requires that the Army be organized, trained, and equipped for prompt and sustained land combat. The doctrine in FM 100-11 supports this statutory requirement.

Events of the 1980's provided the impetus for the initial effort to document the Army's management of change doctrine. During this period, sweeping changes were taking place. AirLand Battle war fighting doctrine, Army of Excellence organizations, and over 400 new materiel systems (including the Abrams tank, Bradley fighting vehicle, Blackhawk helicopter, Patriot air defense system, and multiple-launch rocket systems) were introduced into the Army.

The 1988 edition of FM 100-11 provided managers of change with the first comprehensive explanation of the functions and systems that are known collectively as the force integration process. In 1995, the description of this complex process was updated to reflect then current doctrine.

This edition provides overviews of how the Army "works" as an institution and as an organization and briefly discusses our war-fighting doctrine. This manual then describes the force integration functions and systems that organize, structure, man, equip, train, sustain, station, and resource the force projection Army. Finally, this manual relates the force integration process to the maintenance of unit and force readiness during the introduction of change.

Chapter 1

How the Army Works

Section I: Introduction

1-1. Building more capable forces

The successful integration of new doctrine, organizations, and equipment into the Army requires the synchronization of many Army functional systems and multiple levels of command. Managing these interrelated functions to build a more capable force is necessary to enable the effective conduct of combat operations. While the functions are linked in the building of a combat-ready force, the processes and systems that support the functions are not always linked. Command, management, and leadership exist to provide that linkage.

1-2. Perspective for leaders and managers

As the Army evolves into the 21st Century, it must retain its historic foundations. This evolutionary process is based on the Army's enduring values and core competencies, and guided by its leadership's vision of the future Army. This chapter reviews where the Army fits into the national defense environment by discussing the Army's roles and missions and the chain of command. It provides an overview of the planning process to reveal how to determine Army requirements. This chapter concludes with a discussion of the Army Organizational Life Cycle Model (AOLCM) whose interrelationships and mechanisms allow the Army to provide forces that are properly organized, trained, and equipped to accomplish the operational missions assigned to the commanders in chief (CINC) of unified combatant commands. Understanding the AOLCM is critical to the Army's future leaders and managers.

Section II: The Army's Roles and Missions

1-3. The Army's Constitutional role

The Constitution of the United States says that "we the people...provide for the common defense," that the Congress raises the Army, and that the president shall be the commander-in-chief. The United States Army exists to protect and defend the Constitution of the United States of America. The Army does this by deterring and, when deterrence fails, by achieving quick, decisive victory—on and off the battlefield—anywhere in the world and under virtually any conditions as part of a joint team. The Congress, by statute, has provided for a Secretary of Defense, Secretary of the Army, Chief of Staff of the Army, and Army missions

1-4. The Army's statutory missions and functions

The Army executes the will of the Congress by performing its functions of recruiting, organizing, supplying, equipping, training, servicing, mobilizing, demobilizing, administering, maintaining, repairing military equipment, and acquiring and maintaining real property for Army forces to comply with section 3062, Title 10 (Armed Forces), United States Code (10 USC 3062) which states—

"It is the intent of Congress to provide an Army that is capable, in conjunction with the other Armed Forces, of preserving the peace and security... of the United States... supporting the national policies... implementing the national objectives... and overcoming any nations responsible for aggressive acts that imperil the peace and security of the United States. [The Army] shall be organized, trained, and equipped primarily for prompt and sustained combat incident to operations on land... [and] is responsible for the preparation of land forces necessary for the effective prosecution of war except as otherwise assigned and, in accordance with integrated joint mobilization plans, for the expansion of the peacetime components of the Army to meet the needs of war."

1-5. The Army's societal role

A distinction exists between the Army as an institution and the Army as an organization. Both roles are critical in maintaining a strategic force capable of decisive victory.

a. The Army as an institution. The "institution" of the Army is its essence, traditions, history, and lineage. It includes leader development, doctrine, training, professionalism, integrity, and the Army's tradition of responsibility to the nation. The Army's enduring values flow from the American ideals embodied in the Constitution and Declaration of Independence. They guide the actions of soldiers as individuals and groups. Throughout American military history, these values have provided a firm foundation for military leaders and soldiers. They provide all soldiers with principles of conduct and standards of behavior that exemplify those ideals and values to which Americans subscribe. These values include—

- (1) Courage, both physical and moral.
- (2) Integrity.
- (3) Candor.
- (4) Competence.