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US ARMED FORCES

Under the United States Constitution, the President of the United States is the Commander-in-Chief of the armed forces. The President is responsible for ordering the armed forces through the Secretary of Defense to perform an objective. To coordinate military action with diplomatic action, the President has an advisory National Security Council.

During and immediately after World War II, the United States military was organized along lines of command that reported to their respective service chiefs (i.e. General of the Army, Admiral of the Navy). These chiefs in turn reported to the Joint Chiefs of Staff. The Joint Chiefs of Staff was a body formed by high-level representatives of each service, who elected a Chairman to communicate with the civilian government. The Chairman of the Joint Chiefs in turn reported to the Secretary of Defense, the civilian head of the military. Both the Chairman of the Joint Chiefs and the Secretary of Defense reported to the President of the United States, who simultaneously holds the military rank of commander-in-chief.

This system led to serious counterproductive inter-service rivalry. Peacetime activities (such as procurement and creation of doctrine, etc.) were tailored for each service in isolation. Just as seriously, wartime activities of each service were planned, executed, and evaluated independently. These practices resulted in division of effort, the inability to profit from economies of scale, and inhibited the development of modern warfare doctrine.

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The inability to work with other service branches was made apparent with the formulation of AirLand battle doctrine in the late 1970s and early 1980s. AirLand battle was an attempt to synthesize into a single doctrine all of the capabilities of the service arms of the military. This system envisioned ground, naval, air, and space based systems acting in concert to attack and defeat an opponent in depth. Realization of this ideal was impossible due to these structural factors.

To rectify these significant problems, the Goldwater-Nichols act of 1986 provided for the complete reorganization of the United States military command structure. It was the most far-reaching organizational change since the creation of the Air Force as a separate entity in 1947.

Goldwater-Nichols changed the way each service interacted with each other. Rather than reporting to a service chief, each service reported to a commander responsible for a specific function (Transportation, Space, Special Operations), or a geographic region of the globe (Europe, Middle East, etc.), known as the commander-in-chief (CINC) (pronounced "sink"). This combined arms commander would be responsible for fielding a force capable of employing AirLand battle doctrine (or its successors), with all assets available to the military. This allowed combination of effort, integrated planning, shared procurement, and a reduction or elimination in inter-service rivalry between commanders. This addressed a major conflict with Military Science, the rule of unity of command. Individual services changed from war fighting entities into organizational and training units, responsible for readiness. Thus CENTCOM (Central Command) for example, would be assigned air, ground, and naval assets in order to achieve its objective, not the inefficient method of individual services planning, supporting, and fighting the same war.

Shared procurement caused the most notable change in the peacetime military. This allowed technological advances to be quickly suffused throughout the military, and provided other ancillary benefits (such as the interoperability of radios between services, heretofore unknown in the military). Additionally, major technological advances, such as stealth and smart weapons were shared between services without duplication of effort, and joint implementation of new technology allowed for joint development of supporting doctrine.

United States military organization now flows from service arm generals (such as the commander of an Army division or corps), to the appropriate regional or functional CINC. The CINC reports to the Secretary of Defense. Both the Chairman of the Joint Chiefs and the Secretary of Defense report to the president, the national CINC. This profoundly changes the role of the Joint Chiefs of Staff. It now acts as a military advisory body for the President, without operational control of any regional command. In practice, the CINC advises both the Chairman and the Secretary as to conditions in his area of responsibility. Of course, the Secretary can deputize the Chairman to supervise the CINC, as happened in the Gulf War when Richard Cheney ordered Colin Powell to command Norman Schwarzkopf.

On October 29, 2002, Secretary of Defense Donald Rumsfeld ordered the use of the term CINC to be changed to the term "combatant commander" and immediately be used when referring to regional organizations (i.e. USCENTCOM) or "commander" when talking about a specified unit such as the U.S. Strategic Command (USSTRATCOM). Rumsfeld's reason was his belief that the use of the term drew unfavorable comparisons to the President of the United States, enshrined in the Constitution as the only Commander in Chief of the Armed Forces. Changing the title was felt to properly clarify the military's role vis a vis the civilian government.



Army

Background:

Since 1989, the active Army reduced in size from 18 divisions to 10; the Army Reserve has reduced from 29 command and control headquarters and training divisions to 10 support commands and 7 training divisions; and the National Guard has reduced from 10 divisions and 23 brigade equivalents to 8 divisions, 15 enhanced brigades, 2 separate brigades, and an infantry scout group. Since 1989, the active Army has reduced by 262,000 soldiers; our civilian workforce has decreased by 133,000; the Army Reserve has cut 111,000 soldiers; and the Army National Guard has reduced 90,000.

The Army Maneuver Combat Force Consists of 10 Active Divisions, 3 Active Armored Cavalry Regiments, 2 Integrated Divisions, 8 ARNG Divisions, 15 ARNG Enhanced Separate Brigades (ESBs) and 2 Strategic Reserve Brigades (SRBs). Scheduling at the NTC, JRTC and other training centers cannot accommodate all requirements. ARNG ESBs/SRBs are limited to an eight year rotation cycle. ARNG Divisional Brigades are not currently programmed to receive CTC-like experience. Local and Regional Training Centers are not large enough to accommodate doctrinal array above the Battalion level. Army National Guard Regional Training Centers focus on Platoon / Company Level / Battalion Level training.

The Total Army Analysis [TAA] is a biennial, multiphased force-structuring process that generates the tactical support forces and general purpose forces necessary to support divisional and non-divisional combat forces in executing the national strategy, given resource constraints and end-strength guidance. The TAA results are used to develop the Army POM force.

The TAA establishes the Army's force structure to support warfighting and support requirements. In the on-going TAA process, the three components [Active, Reserve and Guard] work together to determine and align the future force structure to accomplish specific Army missions. New programs such as "multi-component units" and "teaming" help determine the best mix of units and methods of employment for achieving diverse, worldwide missions.

The Army recognizes three general types of combat forces - armored, light, and SOF.

- Armored forces are armor and mechanized/motorized infantry units.
- Light infantry forces have no organic carriers, including airborne and air assault infantry.
- SOF support conventional military operations at all levels of war and influence deep, close, and rear operations. SOF are used optimally in deep operations at the strategic and operational level. SOF include Army Special Forces, Rangers, PSYOP, CA, and Army special operations aviation.

Armored and light infantry forces are not routinely mixed but can be effective given the proper situation. One advantage of mixing armored and light infantry forces is that the maneuver commander has more flexibility in synchronizing his operation. Light infantry can infiltrate to attack key command and control nodes, for example, while mechanized infantry creates a penetration for an armored task force to exploit. The mechanized infantry can then follow and support the armored task force, while light infantry air assaults or parachutes to continue to seize key terrain or to cut off enemy forces.

One of the most significant, far-reaching and invigorating changes the Army is undertaking is the seamless integration of its three components: AC, ARNG and USAR. This process is propelled by the vision published in the Chief of Staff of the Army's (CSA's) 1998 white paper titled "One Team, One Fight, One Future." The US Army conducts operations as a total force consisting of the active component (AC), reserve components (RC) (consisting of the US Army Reserve (USAR) and Army National Guard (ARNG)), and civilians acting in concert with other services and allies. This total force policy engenders public support and embraces this concept of "ONE TEAM – ONE FIGHT."

The RC of the Army consists of the ARNG and the USAR. Their purpose is to provide trained units and individuals to augment the AC in time of war or national emergency. Service in either of these components, as well as the AC, is completely voluntary. Both reserve components have Federal missions; however, the ARNG is unique in that it also has a State mission. The State mission is to provide organized units, equipped and trained to function effectively in the protection of life and property and the preservation of peace, order, and public safety under competent orders of Federal or State authorities. The State retains command of any unit not in Federal service. The chain of command differs between the ARNG and the USAR; however, both are fully integrated into the Total Army and have wartime missions.

In the RC, the terms Reserve and Reservist generally refer to the USAR. USAR units and soldiers are established by Title 10, United States Code (USC) and as such are federal troops. Traditional drilling Reservists are members of a Troop Program Unit (TPU) and are referred to as TPUs.

The traditional ARNG soldier is generally referred to as an M-day (man-day) soldier. The major legislative language governing the National Guard is in Titles 10 and 32, USC. In the 21st TSC, there are no ARNG Man-day soldiers, but subordinate "War-trace" units have guardsmen assigned.

AGR soldiers are USAR or ARNG soldiers on permanent active duty. AGR soldiers serve in the same manner as Active Component soldiers. There are two types of AGR soldiers in the ARNG. Title 10 AGR soldiers serve in the Army National Guard of the United States and are managed by National Guard Bureau. Title 32 AGR, also referred to as Full Time National Guard Duty (FTNGD), serve in the National Guard of the fifty states and four territories.

Multiple Component (Multi-compo) Units have both AC and RC personnel and/or units as part of its MTOE. This is accomplished in one or more of the following manners: AC and RC soldiers assigned by paragraph and line to the same unit. Units of one component missioned to support higher headquarters units of another component (dual or single mission units).

Approximately 54 percent of the Total Army military manpower is in the Reserve Components (34 percent ARNG and 20 percent USAR). While ARNG units are predominantly combat arms and combat support, USAR units are concentrated in combat support and combat service support.

The Guard is comprised of a balanced force structure of Combat, Combat Support, and Combat Service Support units. Several initiatives are contributing to important changes in the Guard force structure. An example is the Division Redesign process which transitions two combat divisions to combat support and combat service support roles. Other important initiatives are the implementation of Guard/Active component integrated divisions, which align an active component division headquarters with three Army Guard Brigades. The ARNG maintains more than half of the Army's total combat power and approximately one-third of its Combat Support and Combat Service support force structure.

The USAR's diverse organizations include combat support (CS), and combat service support units (CSS). It includes some types of units, such as railroad units, that are not found in the AC. There are seven training divisions that conduct Basic Combat Training (BCT), Advanced Individual Training (AIT), and/or One Station Unit Training (OSUT). Five Divisions (Exercise) that write and conduct brigade, group, and higher unit Command Post Exercises (CPX) and Field Training Exercises (FTX), plus Total Army schools that conduct enlisted MOS courses, special courses, Officer Advanced, Combined Arms Service Staff School (CAS3), and Command and General Staff School (CGSC). The USAR also has non-unit personnel who are organized in the several control groups.

Unit size:

FIRETEAM – A four-man combat unit. There are usually three fire teams in an infantry squad. Led by a Corporal.

SQUAD – A unit of 10-12 soldiers or Marines. Led by a Sergeant.

PLATOON – A platoon is usually four squads: three rifle squads and a weapons squad. Commanded by a Second Lieutenant. Platoons are numbered (1-3) Weapons platoon is called Weapons Platoon.

COMPANY – Usually four platoons and commanded by a Captain. (130-150 men). The basic infantry maneuver unit. Companies are given letter designations such as Alpha Company or Delta Company.

BATTALION – Usually about 400 men and commanded by a Lieutenant Colonel. A battalion contains three rifle companies and a combat support element. Battalions are numbered such as 2nd Battalion, 1st Marines (Regiment). Pronounced 2nd Battalion, First Marines.

BRIGADE – Usually about 2,500 men commanded by a Colonel or in some cases a Brigadier General. Contains three or more battalions and has engineer, bridging, topographic support, medical and communications units.

DIVISION – Between 10,000 and 20,000 troops commanded by a Major General (two stars). An Army Division is made up of at least three Brigades. Divisions are numbered and usually have their combat specialty in the title such as Mechanized Division, Armored Division, Marine Division, Mountain Division, Air Assault Division, Airborne Division or Infantry Division.

CORPS – The largest tactical unit in the US Army. A Corps contains from two to five divisions depending on the mission. It is commanded by a Lieutenant General (three stars).

ARMY – Composed of 2-3 Army Corps

ARMY GROUP – Composed of 2-3 Army Corps



Infantry Queen of Battle

The Infantry closes with the enemy by means of fire and maneuver in order to destroy or capture him or to repel his assault by fire, close combat, and counterattack.

Ten companies of riflemen were authorized by a resolution of the Continental Congress on June 14, 1775. However, the oldest Regular Army infantry regiment, the 3d, was constituted on June 3, 1784, as the First American Regiment.

The infantry rifle company is organized and equipped to close with the enemy to kill him, destroy his equipment, and shatter his will to resist. This close personal fight requires combat-ready units composed of skilled soldiers and resourceful leaders. These units are the result of a tough, thorough, and demanding training program conducted by leaders who understand the effective employment of infantry forces.

Infantrymen must be proficient in marksmanship, close combat, and fieldcraft. They should be proficient with other weapons in the unit as well as their own. They should also be familiar with foreign-made weapons they are apt to meet in battle. In the close fight, infantrymen must be skilled in the employment of all weapons (rifles, bayonets, LAWs/AT4s, grenades, mines, and even their bare hands). They must be totally confident in their ability to fight with these weapons. These infantrymen must be highly skilled in land navigation, camouflage, and tracking and stalking techniques. Each soldier must be capable of moving undetected in close proximity to enemy soldiers for reconnaissance, for infiltration, and for achieving surprise in all operations.

Infantrymen must have the skill and the will-not to just participate in the close fight, but to dominate it.

The strength of infantry units comes from the skill, courage, and discipline of the individual soldiers. The individual capabilities of these men are enhanced by the teamwork and cohesion in the squads and platoons. This cohesion is essential to the survival and success of our infantry units in close combat. It provides the infantryman's will and determination to persevere, to accept the hardships, and to refuse to accept defeat. In the close fight when the decision hangs in the balance, these are the factors that will decide the victor. It is at the squad- and platoon-level that cohesion and teamwork provide the greatest benefits to the combat effectiveness of the unit. This horizontal bonding within squads is crucial, but there must also be a vertical bonding within the infantry force. Vertical bonding occurs when the soldiers have complete trust and confidence in their leaders.

This requires bold, aggression leaders who are willing to accept known risks in pursuit of mission accomplishment. Infantry leaders on the modern battlefield must be capable of using their initiative and making rapid decisions to take advantage of unexpected opportunities. Infantry companies must be aggressive, physically fit, disciplined, and well-trained organizations. The inherent strategic mobility of infantry units dictates a need to be prepared for rapid deployment into combat. The potential locations and possible enemy threats that an infantry company face require infantry companies to maintain a state of readiness.

Movement to contact is an offensive operation designed to gain initial ground contact with the enemy or to regain lost contact. Attack is an offensive action characterized by movement supported by fire. Hasty Attack is an offensive operation for which a unit has not made extensive preparations. It is conducted with the resources immediately available in order to maintain momentum or to take advantage of the enemy situation. Deliberate Attack is an attack planned and carefully coordinated with all concerned elements based on thorough reconnaissance, evaluation of all available intelligence and relative combat strength, analysis of various courses of action, and other factors affecting the situation. It is generally conducted against a well organized defense when a hasty attack is not possible or has been conducted and fails. Spoiling Attack is a limited objective attack made to delay, disrupt, or destroy the enemy's capability to launch an attack.

A Raid is an operation, usually small scale, involving a swift penetration of hostile territory to secure information, to confuse the enemy, or to destroy his installations. It ends with a planned withdrawal upon completion of the assigned mission. Ambush is a surprise attack by fire from concealed positions on a moving or temporarily halted enemy. Reconnaissance is a mission undertaken to obtain information by visual observation, or other detection methods, about the activities and resources of an enemy or potential enemy, or about the terrain characteristics of a particular area.

Defense is a coordinated effort by a force to defeat an attacker and prevent him from achieving his objectives. Defend in Sector is a mission which requires a defending unit to prevent enemy forces from passing beyond the rear boundary of the sector, while retaining flank security, and ensuring integrity of effort within the scheme of maneuver. Defend a Battle Position (BP) is a mission which places a unit in a BP to concentrate its fires, to limit its maneuver, or to place it in an advantageous position to counterattack. Defend a Strong Point is a mission which implies retention of the position at all costs. Repeated assaults must be expected and repelled.

Security Operations are those operations designed to obtain information about the enemy and provide reaction time, maneuver space, and protection to the main body. Security operations are characterized by aggressive reconnaissance to reduce terrain and enemy unknowns, gaining and maintaining contact with the enemy to ensure continuous information, and providing early and accurate reporting of information to the protected force. A Screening Force: Maintains surveillance, provides early warning to the main body, impedes and harasses the enemy with supporting indirect fires, and destroys enemy reconnaissance elements within its capability. A Guard Force accomplishes all the tasks of the screening force. Additionally, prevents enemy ground observation of and direct fire against the main body. Reconnoiters, attacks, defends, and delays as necessary to accomplish its mission. A Covering Force accomplishes all the tasks of the Guard Force and Screening Force. Additionally, operates apart from the main body to develop the situation early and deceive, disorganize, and destroy enemy forces.

Airborne

At Fort Benning in 1940, the Army organized a test platoon to find out and demonstrate how to use the parachute most effectively as a combat instrument. From the efforts of this group of volunteers, the first mass jump, the first parachute battalion, and the airborne concept for World War II and beyond.

In World War II, the Allies jumped into North Africa, Sicily, New Guinea, Burma, Normandy, Southern France, Holland, and Luzon. Compared to ground attacks of the same scope, airborne attacks were remarkably successful. These combat jumps, especially the Normandy jumps by the 82d and 101st Airborne Divisions, became legendary. The two parachute operations of the Korean War by the 187th Airborne RCT were likewise spectacular.

During the Vietnam era, airmobile operations overshadowed airborne operations due to the nature of the conflict and its terrain. In the 1980s, restructuring followed the initiatives and guidelines of the Army of Excellence. TRADOC shaped the airborne division into the light infantry division mold, with major exceptions. For example, the battalions of the 82d Airborne Division had 697 men in comparison to the 559 men of the light infantry division battalions. Nonetheless, airborne units only have equipment that is needed for airborne assaults or airland operations; if the airborne division must conduct sustained combat operations, then it would probably need additional medium artillery, air defense, and transportation.

The 82d has also kept a greater number of vehicles than its light infantry division counterparts. As always, the airborne units of today have an impressive advantage in mobility during the initial stages of an operation, but they are limited in their mobility after landing. For subsequent operations, an airborne operation must be followed by time-consuming regroupment, planning, and staging. The 82d is now the only US division with a rapid, strategic, combined arms, forced entry (airdrop) capability.

The fighting teeth of the airborne division is its infantry. The modern airborne rifle company consists of a headquarters section, three rifle platoons, and a 60-mm mortar section.

Air Assault

Air Assault operations originated during the Vietnam War where the need for tactical mobility could maneuver troops on the battlefield to meet the threat. The tactical principles the 1st Cavalry Division developed during the Vietnam war carried over to the present day 101st Airborne (Air Assault) Division. Air Assault operations provide flexible tactical mobility with a good level of operational mobility to American infantry units.

Today air assault operations can quickly and effectively mass combat power at the most critical place and time to soundly defeat the enemy. Air assault is the means to get the soldiers to the objective, so they can perform their mission successfully. A five phase planning cycle helps officers to plan and execute the entire air assault operation. This cycle looks at what the unit must do from the staging area to the actual ground operation. It uses the reverse planning format to look at each phase of air assault operations and plan from back to front. The first and most important phase is the ground tactical plan. This phase is the actual tactical mission the unit must accomplish. The commander's OPORD must specifically address all aspects of the operation in each paragraph of the OPORD. The second phase is the landing plan. The landing plan answers "how are we going to land to support the concept of the operations and accomplish the mission?" This phase includes the landing zone (LZ) selection, fire support plan, and possible deception plans. Thirdly, the air movement plan specifies schedules and provides details for air movement of troops, equipment and supplies from the pick-up zone (PZ) to the LZ. Forth, the loading plan ensures the troops, equipment, and supplies are loaded on the correct aircraft based on the air movement plan. The commander must ensure that during this phase he maintains unit integrity and cross loads key weapons and soldiers. Finally, the staging plan prescribes the arrival times of ground units (troop, equipment, and supplies) at the PZ in the proper order of movement. This

Army Special Operation Command was established December 1, 1989. ARSOC is the Army component of U.S. Special Operations Command, a unified command. ARSOC trains, equips, deploys and sustains Army special-operations forces for worldwide special operations supporting regional combatant commanders and country ambassadors.

The Army's SOF currently consist of Special Forces, Ranger, Psychological Operations, Civil Affairs, Special Operations Aviation units, and Special Mission units. These units may be employed during peacetime as one element of a national response to a National Command Authority (NCA) tasking or, during wartime, in strategic, operational, and tactical roles. Most SOF are regionally oriented, capable of rapid deployment, and equipped for all-weather, all-terrain, worldwide deployment.



SPECIAL OPERATIONS COMMAND (Rangers, Special Forces, etc.)

As the Army's component of USSOCOM, USASOC provides Special Forces, Ranger, Special Operations Aviation, Special Operations Support, Psychological Operations and Civil Affairs forces to USSOCOM for deployment as required to other combatant, unified commands around the world. They also provide logistics and signal support to those operations through the Special Operations Support Command (Airborne).

As a major Army command, USASOC reports directly to Department of the Army. USASOC commands both the active Army and Reserve component special operations forces. It also provides oversight of Army National Guard special operations forces readiness, organization, training and employment in coordination with the National Guard Bureau and State Adjutants General.

Inactivated in 1945 and then activated in 1950, rangers continued to distinguish themselves in combat but were again inactivated in 1951. The ranger flag didn't fly again until the late 1960s, when the unit was activated and eventually became the 75th Infantry Regiment.

The aviation arm of special operations was born in 1980, when assets were drawn from the 101st Abn. Div. and the 158th, 159th and 229th Aviation Bns. to form a task force that specialized in low-level, night operations. Designated the 160th Avn. Bn. on Oct. 16, 1981, the unit pioneered the tactics commonly used by today's aviation units and developed procedures that enabled it to place special-operations soldiers into demanding objectives. The "Night Stalkers" were designated as the 160th Special Operations Avn. Regt. in May 1990.

On December 1, 1989, the Department of the Army established the U.S. Army Special Operations Command (USASOC) at Fort Bragg, N.C., as a major Army command to enhance the readiness of Army special operations forces. The change streamlined the command and control of U.S. Army Reserve special operations forces. Army support to the U.S. Special Operations Command (USSOCOM) located at MacDill Air Force Base, Fla., was also enhanced as a result of the new

command and control structure. USSOCOM is the congressionally mandated, unified command responsible for all Department of Defense special operations forces -- Army, Navy and Air Force.

From October 1997 to May 1998, 21,326 USASOC soldiers deployed to 102 countries and conducted 3,151 missions including peacekeeping, humanitarian assistance, demining and mine awareness, and foreign internal defense. Army SOF includes special forces, rangers, civil affairs, psychological operations, special operations aviation, and signal and support.

The command is committed to continual improvement to provide special operations forces for worldwide deployment and assignment to regional unified commands to accomplish the following special operations activities: unconventional warfare, counterproliferation, direct action, psychological operations, special reconnaissance, civil affairs, combating terrorism, foreign internal defense, and information operations.

ARSOC has approximately 25,600 active duty, Reserve, National Guard and civilian professionals. The breakdown is approximately 1,000 civilians, 13,500 active duty personnel; 3,400 National Guard, and 7,700 from the Army Reserve. Army special operations forces (ARSOF) include active, Army National Guard, and U.S. Army Reserve forces consisting of Special Forces, Rangers, special operations aviation, civil affairs (CA), psychological operations (PSYOP), and combat- and service-support units. These units are assigned to USASOC located at Fort Bragg, North Carolina.

- Five active and two Army National Guard (ARNG) Special Forces groups totaling 15 active and six ARNG battalions
- One active Ranger regiment with three battalions
- An active special operations aviation regiment with one detachment in Puerto Rico
- Four reserve CA commands, seven reserve CA brigades, and one active and 24 reserve CA battalions
- One active and two reserve PSYOP groups totaling five active and eight reserve PSYOP battalions
- One active special operations support command composed of one special operations signal battalion, one special operations support battalion, and six special operations theater support elements
- Two active and two reserve chemical reconnaissance detachments (CRD)
- The John F. Kennedy Special Warfare Center and School

USASOC's major subordinate commands include the U.S. Army Special Forces Command (Airborne), U.S. Army Civil Affairs and Psychological Operations Command (Airborne), and the U.S. Army John F. Kennedy Special Warfare Center and School. Major subordinate units include the 75th Ranger Regiment, 160th Special Operations Aviation Regiment (Airborne), and the U.S. Army Special Operations Support Command (Airborne), which oversees the operations of the 528th Special Operations Support Battalion (Airborne) and the 112th Special Operations Signal Battalion (Airborne).

Rangers — Rangers Lead the Way. Providing a responsive strike force and fighting primarily at night, Army Rangers rely on elements of surprise, teamwork, and basic soldiering skills to plan and conduct special missions in support of U.S. policy and objectives. Having taken part in every major combat operation in which the U.S. has been involved since the end of the Vietnam War, they are capable of deploying rapidly by land, sea, or air to conduct direct-action operations.

Aviation — Night Stalkers. The 160th Special Operations Aviation Regiment employs state-of-the-art equipment to provide extremely accurate heliborne lift and attack capabilities in a wide range of

mission profiles, including force insertion and extraction, aerial security, armed attack, electronic warfare, and command and control support. These soldiers' ability and performance exemplify their motto "Night Stalkers Don't Quit."

Special Forces (SF) — De Oppresso Liber. More. . .The Army's Special Forces is a strategic, multi-purpose force capable of rapid response to various contingencies around the world. Called "Green Berets," these highly-skilled Soldiers are trained in unconventional warfare, foreign internal defense, direct action, special reconnaissance, combating terrorism, information operations and counter-proliferation. They operate in urban, jungle, desert, mountain, maritime and arctic environments and are sometimes called on to survive for months at a time behind enemy lines. But their missions aren't just related to combat. Special Forces Soldiers are diplomats and teachers who are trained in foreign languages and are called on to teach military skills to people around the world. The Green Berets also support global humanitarian relief efforts.

The first Special Forces unit in the Army was formed on June 11, 1952, when the 10th Special Forces Group was activated at Fort Bragg, North Carolina. A major expansion of Special Forces occurred during the 1960s, with a total of eighteen groups organized in the Regular Army, Army Reserve, and Army National Guard. As a result of renewed emphasis on special operations in the 1980s, the Special Forces Branch was established as a basic branch of the Army effective April 9, 1987, by General Orders No. 35, June 19, 1987.

Personnel assigned to the Special Forces Branch are all affiliated to the 1st Special Forces since there is only one Special Forces regiment.

Special Forces soldiers receive training in a variety of individual and special skills. These skills include operations, intelligence, communications, medical aid, engineering, and weapons. SF soldiers train, advise, and assist host-nation military or paramilitary forces in a variety of conventional and unconventional warfare techniques. SF soldiers are highly skilled operators, trainers, and teachers. Regionally oriented, these soldiers are specially trained in their respective area's native language and culture.

Civil Affairs (CA) — By Sword, Deed, and Word. Civil affairs units support the commander's relationship with civil authorities, and the civilian populace, by promoting mission legitimacy and thereby enhancing military effectiveness. U.S. Army Reservists, comprising 97 percent of the force, bring civilian job skills to support civil military operations and civil administration. Some of these specialized skills include: public safety, agriculture, finance, economy, and support of dislocated civilian operations.

Psychological Operations (PSYOP) — Persuade, Change, Influence. PSYOP units support operations across the operational continuum to induce or reinforce attitudes and behaviors favorable to U.S. national goals in selected foreign-target audiences. Intense cross-cultural and language training provide PSYOP personnel with an invaluable regional orientation.

Special Operations Chemical Reconnaissance Detachment (CRD). CRDs conduct chemical reconnaissance in permissive, semi-permissive, and denied areas for special operations force commanders and theater CINCs. These special detachments are the only CRDs with this mission within the U.S. Army.

Special Operations Support Command (SOSCOM) — Assured Support. SOSCOM provides combat service support, combat health support, and signal support to Army special operations forces. To support this complex and demanding mission, the command's subordinate units (the 528th Support Battalion and the 112th Special Operations Signal Battalion) provide the necessary connectivity to sustain and support ARSOF around the world.

The John F. Kennedy Special Warfare Center and School — Truth and Liberty. The John F. Kennedy Special Warfare Center and School — the Army's special operations university — is responsible for special operations training, leader development, doctrine, and personnel advocacy. The center and school's Training Group conducts the complete spectrum of special operations training.



Armor

The Armor branch traces its origin to the Cavalry. A regiment of cavalry was authorized to be raised by the Continental Congress Resolve of December 12, 1776. Although mounted units were raised at various times after the Revolution, the first in continuous service was the United States Regiment of Dragoons, organized in 1833. The Tank Service was formed on March 5, 1918. The Armored Force was formed on July 10, 1940. Armor became a permanent branch of the Army in 1950.

There are currently 16 recognized Armor Regiments and 15 Cavalry Regiments in the Regimental system for the active Armor force. These numbers include one Armor and two Cavalry Regiments for the training base at USAARMC. The lowest numbered CONUS-based battalion of the regiment will usually be designated regimental home-base having regimental responsibility and will maintain the regimental colors and memorabilia. When all battalions are OCONUS, usually the lowest numbered OCONUS battalion or squadron assumes regimental responsibility and maintains regimental colors and memorabilia.

There's absolutely no difference between armor officers and cavalry officers. They are in a sense the same. Armor officers have a unique opportunity to serve in both heavy tank battalions as well as various cavalry organizations throughout their military career. Although the missions differ throughout the many organizations, there is no better unit than another. Armor branch discourages repeat assignments to the same type of organization.

Lieutenants serving as a platoon leader in Korea clearly get an opportunity to develop their leadership skills and receive professional development at an accelerated rate when compared to the majority of their Armor officer peers. Training in Korea is intensely METL focused due to 'real world missions', and leaders can rely on getting a priority placed on personnel and resources directed to Korea. In the end, that means more training and fewer distractions for junior armor officers assigned to Korea.

The history of Armor and Cavalry is intertwined with the history of America. From 1776, when General Washington recommended the establishment of one or more mounted units in the Continental Army, the history of the mounted branch traveled on with that of the nation.

In March 1833, the First Regiment of Dragoons was formed. In every war since, cavalry or armor has played its vital role. Mexico - when cavalry led Scott's and Taylor's armies, and culminated the war with the capture of Chapultpec Castle. The Civil War - when cavalry of blue and grey struggled through bitter years. The Indian Wars - when cavalry fought to protect what was gained and expanded our horizons. The Spanish-American War - when cavalry rode to victory in Cuba, Puerto Rico, and the Philippines. Mexico again - when the cavalry pursued Pancho Villa during the Punitive Expedition.

On 26 January 1918, the Tank Corps of the American Expeditionary Force was formed and on 12 September 1918 went into initial action at St. Mihiel. Ten years later, the Experimental Mechanized Force was formed at Fort Meade, Maryland, but it lasted only two months.

The exigencies of the service prevailed and the founding armored force was swept to and fro until the fall of 1931. The fledgling Mechanized Force came to Camp Knox, Kentucky. In 1936, the 7th Cavalry Brigade (Mechanized) was formed at Fort Knox.

On 10 July 1940, Fort Knox became the Home of Armor with the creation of an Armored Force. Kentucky tankers fought to the bitter end on Bataan, and the 26th Cavalry fought the last horse-mounted action in the Philippines.

But it was not to stay, and tankers assembled again to defend liberty. Korea and the Army Organization Act of 1950, when armor was named one of the basic branches and specified as a continuation of cavalry. Between Korea and Vietnam, a new doctrine came into being, air cavalry and attack helicopters came into their own. New days, new doctrine. Armor advanced with the times. Combined Arms was the theme, with infantry, artillery, and aviation working together with the Combat Arm of Decision. Operation Desert Storm - when this potent mix of force and doctrine overwhelmed Iraq.

The heritage began in cavalry - it continues in armor. The spirit of the attack, armor shock and firepower, the will to fight, to close rapidly with the enemy - these are today and tomorrow the hallmarks of armor.



Field Artillery -- The King of Battle

The Field Artillery Mission is to destroy, neutralize, or suppress the enemy by cannon, rocket, and missile fires and to integrate all fires into combined arms operations.

Direct Support Battalions in Light Divisions primary weapons system is the M119, 105-mm towed howitzer. Direct Support Battalions in Heavy Divisions primary weapons systems is the M109, 155-mm, self-propelled howitzer. The Paladin howitzer, 155-mm self-propelled howitzer is replacing the M109. General Support Battalions in Light Divisions primary weapons system is the M198, 155-mm towed howitzer. General Support Battalions in Heavy Divisions primary weapons system is the Multiple Launch Rocket System (MLRS). Battalions of the Heavy Field Artillery Brigades (Corps Artillery) use the Multiple Launch Rocket System; the M109, 155-mm self-propelled howitzer; and the Paladin, 155-mm self-propelled howitzer. Battalions of the Light Field Artillery Brigades use the M198, 155-mm towed howitzer and the Multiple Launch Rocket System. Target Acquisition Batteries primary systems are the Q36 and Q37 Firefinder Radars.

The focal point of the Field Artillery is the line of metal--the firing batteries of Field Artillery battalions. Firing platoons, commanded by Field Artillery lieutenants, and firing batteries, commanded by Field Artillery captains, and run by their lieutenant Executive Officers, are the delivery units for an impressive array of artillery munitions. All other efforts of the Field Artillery team, fire support, target acquisition and fire direction elements serve but one purpose--to help the firing units place responsive, accurate and lethal fires on target. Such fires can impact from just in front of friendly troops to more than one hundred miles into hostile territory. The howitzers and rockets are the muscle of the Field Artillery--the hard-hitting hardware of fire support.

The Company Fire Support Officer (FSO), a Field Artillery lieutenant, leads the Fire Support Team (FIST). He and his team are responsible for planning and coordinating the fires of the infantry or armor company or cavalry troop his FIST is supporting. The Company FSO works with the maneuver company/troop commander to develop a fire support plan for the units scheme of maneuver. The fire support plan integrates all available artillery fires as well as those of the mortars organic to the maneuver units. When these systems are employed, the FIST calls for and adjusts fires on enemy targets. An important tool of the Company FSO is the Ground/Vehicular Laser Locator Designator (G/VLLD). The G/VLLD can be ground-mounted or mounted in the Fire Support Vehicle (FSV). The G/VLLD determines range to targets and designates targets for laser-guided munitions such as the tank-killing copperhead round or the Hellfire missile. When you consider the total firepower available to the Company FSO--you know how much responsibility the Field Artillery places on its junior leaders. It is genuinely a position of trust. The fire support available to the FSO is not limited to artillery and mortars. When the tactical situation permits, the Company FSO may employ a variety of other available fire support assets as well as his own to assist the maneuver commander.

The Fire Direction Center (FDC) is the nerve center of Field Artillery. The Fire Direction Officer (FDO) and his team translate the FIST's calls for fire into firing data for the guns. This translation is now accomplished by digital means using a computer network consisting of the FIST's Forward Entry Device (FED), the battalion FDC's automated fire direction computer (TACFIRE), the battery FDC's Battery Computer System (BCS) and a Gun Display Unit (GDU) on each firing howitzer. Using this automated network, the FDC can now "place steel on target" seconds after the FIST requests fire.

The target acquisition element of the Field Artillery team is another vital link in the fire support system. While the FIST acquires targets visible to front line troops, target acquisition assets of the artillery locate more distant targets not visible to forward observers. This task is accomplished using highly sophisticated and effective weapons and target-locating radar systems.

Artillery has been “American” since before the Revolution. The Ancient and Honorable Artillery Company of Boston (founded in 1637) served with the British Royal Artillery at the fall of the French bastion, Louisberg, during the French and Indian Wars, in 1745.

The history of the United States Field Artillery began in 1775, when Henry Knox was appointed Chief of Artillery of the Continental Army. During the War of Independence, the Field Artillery evolved into a formidable entity on the battlefield, prompting General Marquis de Lafayette to remark at the Battle of Yorktown, "Upon my honor I speak the truth. American Artillery -- one of the wonders of the Revolution." During the Revolutionary War, the Colonies' artillery, under the command of Alexander Hamilton, performed greatly at the Battle of Trenton, and the skill of American gunners forced the British to siege trenches at Yorktown.

Throughout the early years of the country, artillerymen were considered the Army's elite. Their pay was above the rate for infantrymen and even the cavalry. In 1784, when all of the Army was abolished except for a single detachment of 80 men to guard government stores, those men were artillerymen. Thus the artillery is the only part of the Army which has been in continuous service since the revolution.

During the Mexican War, the Field Artillery played a key role in campaigns that ranged from the Battle of Palo Alto to Mexico City. In fact, the nickname, "Redlegs", comes from that era when artillery uniforms had a 2-inch red stripe on their trousers and horse artillery men wore red canvas leggings.

The Field Artillery was also a dominant force in many of the Civil War battlefields. Leading artillerymen who became combined arms leaders included Joseph Hooker, Braxton Bragg, William T. Sherman, A.P. Hill, and Stonewall Jackson.

In 1907 the Field Artillery became a separate branch after parting ways with the Coast Artillery. The Field Artillery and the Coast Artillery were each organized with specific missions obvious from their names, and during World War I the Coast Artillery was given the additional job of developing railroad-mounted and antiaircraft artillery pieces.

During WWI the Field Artillery became one of the most dominant forces in the trench warfare of France. It emerged from the "war to end all wars" as the greatest killer on the battlefield, responsible for 75% of all combat casualties.

Throughout World War II, in Europe, Africa and the Pacific, the Field Artillery once again proved a decisive factor causing America's great combined arms leader, General George S. Patton, to observe, "I do not need to tell you who won the war. You know, the Artillery did."

Development of bigger and better guns and vastly improved field artillery tactics and techniques for using them was rapid with the onset of World War II. By the end of the war, artillery firepower had grown beyond all dimensions previously known to man. During this war, new weapons were developed which were to revolutionize our concept of war – guided missiles, radar, and nuclear weapons.

The Field Artillery's role in the Korean War was to offset the enemy's superior numbers with its superior combat power. From supporting the defense of the Pusan Perimeter to the stabilization at the 38th parallel, the Field Artillery proved decisive.

Shortly thereafter, gunners ushered in the tactical nuclear era when, in May 1953, a 280-mm gun called "Atomic Annie" fired the first nuclear shell downrange.

The Vietnam Conflict saw the Field Artillery meeting the challenges ranging from support of counter-insurgency operations to large unit warfare. Cutting fire bases out of the jungle, moving artillery by helicopter, and using them in the direct fire role, the Field Artillery provided immediate, continuous, and decisive fires in support of the maneuver arms.

It was this period during which the Air Defense Artillery became a separate branch from the Field Artillery.

The Field Artillery has continued to play its vital combat role with its participation in combat actions in Lebanon, Grenada, Panama, its outstanding contributions during Operation Desert Storm, and Somalia. Massed artillery fires were the norm during Desert Storm. The coordinated fires of upwards of 11 Artillery Battalions on enemy positions proved time after time to be absolutely devastating. Simultaneous engagement of positions in the enemy's rear, on his flanks, to his front and on top of him, not only destroyed his equipment, but broke his will to fight.

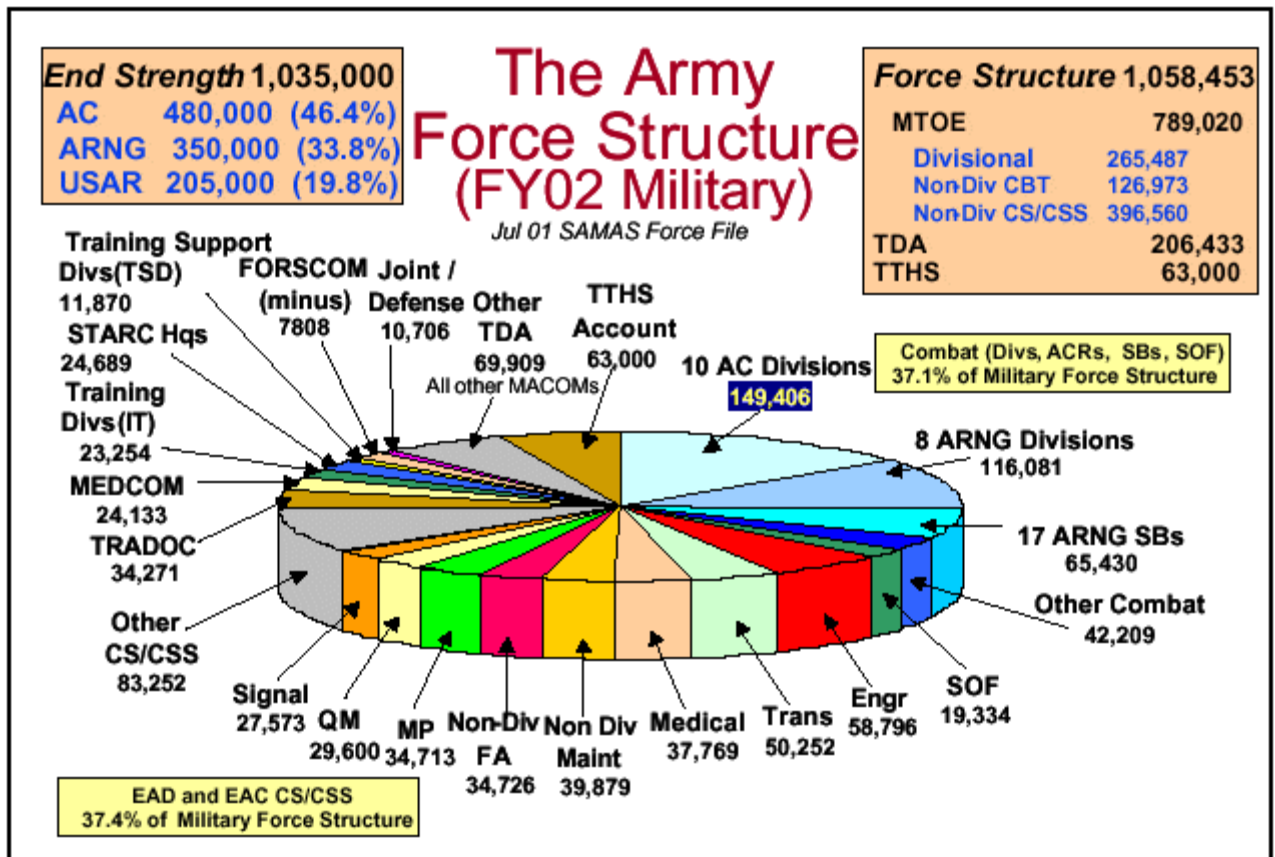


Figure 1. FY02 Army Military Force Structure

**US ARMY RANK INSIGNIA
(ENLISTED)**



PRIVATE
E-2



PRIVATE
E-3



SPECIALIST
E-4



CORPORAL
E-4



SERGEANT
E-5



STAFF SERGEANT
E-6



SERGEANT FIRST
CLASS E-7



MASTER SERGEANT
E-8



FIRST SERGEANT
E-8



SERGEANT MAJOR
E-9

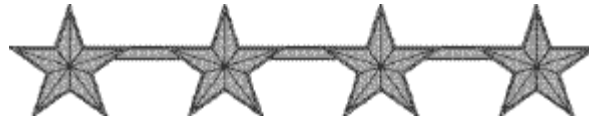


COMMAND SGT
MAJOR
E-9



SGT MAJOR
OF THE ARMY

U.S. ARMY OFFICER RANK INSIGNIA
(insignia linked to respective information pages)



GENERAL



MAJOR GENERAL



GENERAL OF THE ARMY



LIEUTENANT GENERAL



BRIGADIER GENERAL



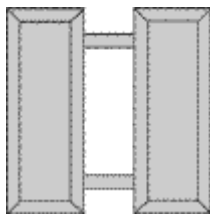
COLONEL



LIEUTENANT COLONEL



MAJOR



CAPTAIN








FIRST LIEUTENANT



SECOND LIEUTENANT

US Army Divisions

Active		Historical		National Guard	
	1st Infantry Division (Mechanized) "The Big Red One"		2nd Armored Division "Hell On Wheels"		28th Infantry Division (Mechanized) "Keystone"
	1st Cavalry Division		3rd Armored Division "Spearhead"		29th Infantry Division (Light) "Blue and Gray"
	1st Armored Division "Old Ironsides"		5th Infantry Division (Mechanized) "Red Diamond"		34th Infantry Division (Medium) "Red Bull"
	2nd Infantry Division (Mechanized) "Indianhead" <i>*Includes IBCT</i>		6th Infantry Division (Light) "Sight-Seeing Sixth"		35th Infantry Division (Mechanized) "Santa Fe"
	3rd Infantry Division (Mechanized) "The Marne Division"		7th Infantry Division (Light) "Bayonet" 1993		38th Infantry Division (Mechanized) "Cyclone"
	4th Infantry Division (Mechanized) "Ivy"		8th Infantry Division (Mechanized) "Pathfinders"		40th Infantry Division (Mechanized) "Sunburst"
	10th Mountain Division (Light) "Mountaineers"		9th Infantry Division (Motorized) "Old Reliables"		42nd Infantry Division (Mechanized) "Rainbow"
	25th Infantry Division (Light) "Tropic Lightning" <i>*Includes IBCT</i>		24th Infantry Division (Mechanized) "Victory" 1993		49th Armored Division "Lone Star"

	82nd Airborne Division "All Americans"			7th Infantry Division (Light) "Bayonet" (Integrated AC/RC Division)
	101st Airborne Division (Air Assault) "Screaming Eagles"			24th Infantry Division (Mechanized) "Victory" (Integrated AC/RC Division)



NAVY

Overview of Navy Units:

Land lubbers accustomed to the admirable clarity of the organization of the United States Air Force, or the slight quirkiness of the organization of the United States Army, will be quickly alarmed and bewildered by what claims to pass for the "organization" of the United States Navy. Indeed, those not of a naval persuasion may be surprised to learn that the Navy is "organized" at all, in that units intermediate between numbered fleets and individual ships so rarely figure in public accounts of naval activities. And the more that one learns of US Navy "organization" the less it is understood, given the bizarre diversity and inconsistency of unit designations. One source of this confusion is the distinction between tactical and administrative chains of command, while additional obscurity derives from individual commanders wearing multiple hats in various chains of command.

The Naval Services comprise the US Navy and the Marine Corps, two independent military services within the Department of the Navy. The organization of the US Navy is vast, complex, and diverse. The organization of the Navy is unique. The organization stems from two centuries of experience in naval warfare matters. Each of the military services has a different military mission and an organizational structure to accomplish that mission. While the principles of management and administration dictate certain common parameters among the services, the service philosophies, personnel, equipment, scope of operations and other special considerations necessitate broad variances from service to service.

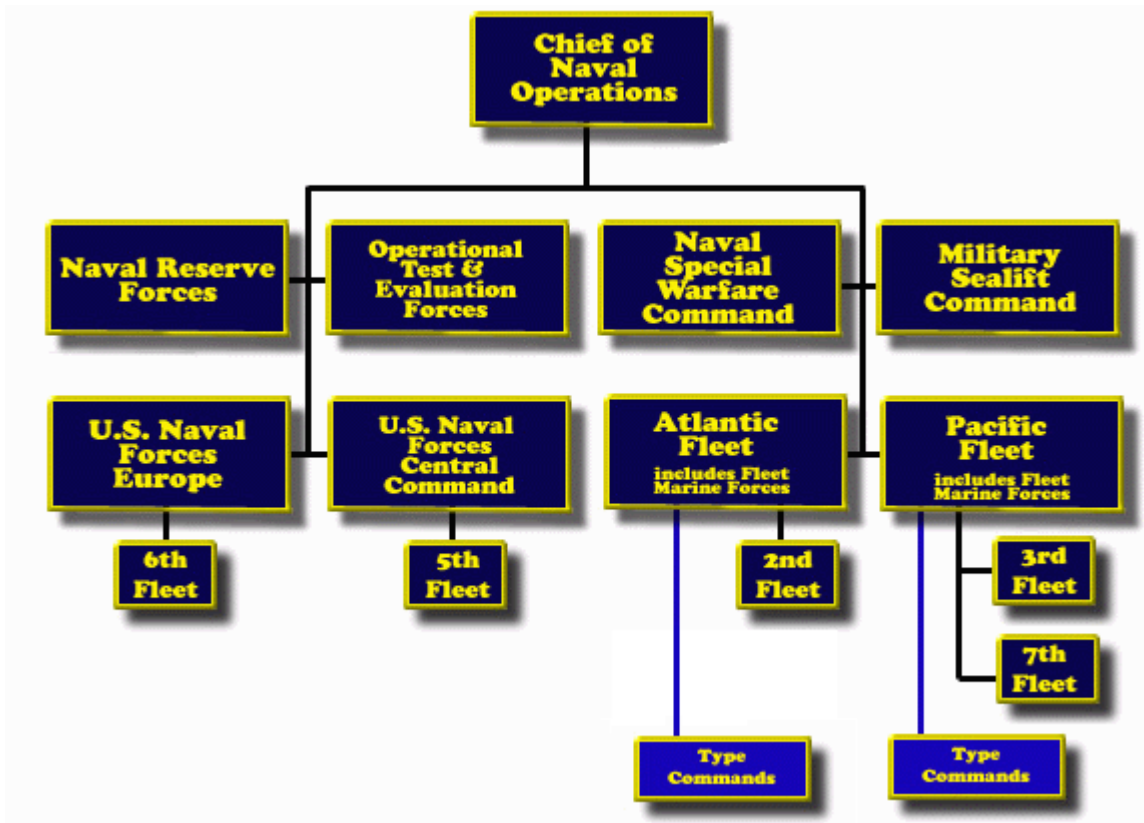
For purposes of maximizing economy and efficiency, the Navy organization has a traditional pyramidal structure that is consistent with established principles of organizational design. The management of money, personnel, and material in the Navy is no different from that of most large corporations.

It is a basic policy of the US Navy, in support of its mission, to maximize Navy readiness for combat at sea. From an organizational standpoint, the Navy command structure in the operating forces and in the supporting shore establishment should be identical in peacetime with that which is expected to be in-being in wartime. A mass transfer of resources and responsibilities from a peacetime organization to a wartime organization at the outbreak of war could prove to be disastrous. The organization of the Navy while selectively manned in peacetime, is the same organization that will support and conduct prompt and sustained combat operations at sea in support of national policies and national military strategies.

The early organization of the command structure of the Navy exhibits a bilinear system of management that was in-being from the inception of the Navy management hierarchy. Under that bilinear system, the fleet commanders in chief (and later, the Chief of Naval Operations) exercised military command of the operating forces of the Navy, while the Secretary of the Navy, through his civilian executive assistants and the chiefs of bureaus and offices, exercised the business direction of the Navy. In effect, a consumer-producer relationship existed with the Chief of Naval Operations

and the Commandant of the Marine Corps representing the consumers, and the other element of the Navy Department representing the producers.

In the beginning, there was a single chain of command from the Secretary of the Navy to the operating forces. The inception of the unified command structure in 1949 necessitated a dual chain of command to the operating forces -- one chain for operational control, and a separate chain for administrative control. The administrative structure originates with the Secretary of Defense, Secretary of the Navy, the Chief of Naval Operations, and the Commandant of the Marine Corps. The operational structure originates with the President, the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, and the Unified Commanders-in-Chief (CinCs). This structure relieves Fleet and task force commanders from the administrative and procurement burdens that would otherwise detract from their primary task — the command of combat forces.



A destroyer may administratively belong to a squadron (DESRON) that is part of a cruiser/destroyer group (CRUDESGRU), which, in turn, is part of the surface force (SURFLANT) that reports to the Commander in Chief, Atlantic Fleet (CINCLANTFLT). Operationally the same destroyer may be deployed as part of a task element, unit, group, and force that is part of the Seventh Fleet answering to the Commander in Chief, Pacific Fleet (CINCPACFLT). Ships and other forces are associated with the administrative chain of command of either the Atlantic or Pacific Fleet. Ships and other forces are not permanently assigned to operational units, but are temporarily attached, depending on their level of readiness and deployment area.

While it may appear to be duplicative, the existence of a parallel fleet command structure is actually an efficient and effective method of differentiating these two necessary functions. In general, these separate organizations are separate in name only, are dual hatted, and are manned by the same

personnel, although exceptions do exist. The single point at which both operational and administrative chains of command intersect is at the level of each fleet commander-in-chief. The administrative organization is permanent in nature and supports, with forces and staff personnel, the task-oriented operational organization. Since the functions of the two separate organizations must be responsive to both CNO and the unified commander, the separate functions must be differentiated.

Administrative Organization

The administrative organization of the Navy and Marine Corps begins with the Secretary of Defense and extends through the Secretary of the Navy and the Chief of Naval Operations (CNO) and Commandant of the Marine Corps (CMC). The latter are "double-hatted" as both the chiefs of their respective services and as members of the Joint Chiefs of Staff. The Secretary of the Navy, the CNO, and the Commandant are charged by the 1986 Goldwater-Nichols Defense Reorganization Act with the responsibility for supporting the CinCs. They are responsible for logistics, maintenance, personnel management, procurement of systems and supplies, and research and development. To accomplish these tasks, each has headquarters staff organizations.

The Navy's administrative chain of command flows from the President and the Secretary of Defense to the Secretary of the Navy and the Chief of Naval Operations, and to the Commanders-in-Chief of the Atlantic and Pacific Fleets, and the Commander, Naval Reserve Force. The CinC Atlantic Fleet and CinC Pacific Fleet function in both the administrative and operational commands; in the latter role, as a naval component commander. These second-echelon commanders have responsibility for the readiness of their forces, which are operationally subordinate to the Unified Commands. Readiness includes maintenance and logistics as well as the assignment and training of their personnel. Each of the two Fleet Commanders-in-Chief has five subordinate "type" commanders who supervise specific categories of forces and activities: Naval Air Force, Naval Surface Force, Submarine Force, Training Command, and a Naval Construction Brigade. The Commander, Naval Reserve Force commands the Naval Reserve through two lower-echelon commands, the Naval Air Reserve and Naval Surface Reserve forces.

Type commanders primarily supervise personnel, training, logistics, maintenance, and other support to ships, aircraft, and units.

The Marine Forces structure — the Marine Forces, Atlantic (MARFORLANT) and Marine Forces, Pacific (MARFORPAC) — serves as a de facto administrative command structure.

Each operational Navy and Marine Corps unit and shore facility is led by a commanding officer or officer-in-charge who is ultimately responsible for its mission and proper administration.

Operational Organizations

Navy

The Navy's operating forces are subordinate to the Unified Commands. Most naval forces are assigned to the naval component commanders of four Unified Commands, as shown here:

<u>Unified Command</u>	<u>Naval Component</u>	<u>Operating Fleet</u>
USA Command	Atlantic Fleet	Second Fleet
European Command	Naval Forces, Europe	Sixth Fleet (Occasionally Second Fleet)
Pacific Command	Pacific Fleet	Third Fleet & Seventh Fleet
Central Command	Naval Forces, Central Command	Fifth Fleet, Sixth or Seventh Fleet assets as required

The naval component commanders are full admirals (except COMUSNAVCENT, who is a vice admiral) with shore-based staffs. The numbered Fleet commanders are vice admirals, whose staffs can be embarked on a flagship or based ashore.

Command of the operating forces of the fleet at all echelons is exercised through the operational organization. The Department of the Navy, through its administrative organization, organizes, trains, and equips forces, which are then employed operationally in the unified command structure. The operational chain of command begins with the President and the Secretary of Defense as National Command Authorities and continues down through the individual commanding officers of ships, squadrons, and submarines.

Group and squadron commander staffs are considered afloat commands. Surface group commander staffs are normally embarked in one of the ships of their command. Group and squadron commander staffs are structured to monitor, develop, and support all three aspects of fleet readiness. These staffs must be sized to accomplish their operational responsibilities in the operational chain of command. In those instances where shipboard limitations preclude accommodation of an entire afloat staff, certain personnel can be left ashore or aboard other ships as dictated by the nature of the operation.

Submarine group and squadron commander staffs are considered afloat commands but are normally located ashore or embarked in an assigned tender. Submarine group and squadron commander staffs frequently embark for short periods of time in assigned submarines to support the three categories of fleet readiness. These staffs do not deploy with submarines due to the independent nature of subs.

Battle Group

The CVBG is a combat formation of ships and aircraft which comprises a principal element of national power projection capability. It is the essential foundation of the ability to conduct operations as envisioned in the most recent edition of the strategic concept, "Forward... From the Sea." It includes capabilities sufficient to accomplish a variety of combat tasks in war, and it serves a wide variety of functions in situations short of war. Simply put, the mission in peacetime is to conduct forward presence operations to help shape the strategic environment by deterring conflict, building interoperability, and by responding, as necessary, to fast breaking crises with the demonstration and application of credible combat power.

The primary objective in defining the CVBG capabilities and composition is to provide the combatant commanders with adequately balanced capabilities to deal with a variety of present and future threats. The objective is to train and equip forward deploying forces which are balanced, sustainable, flexible, and, most importantly, responsive to the requirements of the supported commanders and able to carry out tasking from the National Command Authority.

Tasks which are critical to the success of initial crisis response missions are assumed to be undertaken in non-permissive environments characterized by multiple threats including, but not limited to, advanced anti-ship missiles, third/fourth generation fighter/attack aircraft, advanced electromagnetic sensors and missile equipped surface combatants, jammers, modern cruise and attack submarines (both nuclear and diesel types)

The CVBG is intended to be a flexible naval force that can operate in shallow, and narrow, waters or in the open ocean, during day and night, in all weather conditions, and under restricted Emissions Control (EMCON). The tasks enumerated in the subsequent sections define the capabilities necessary for forward presence (including timely initial crisis response).

The Battle Group is led by an aircraft carrier and include an airwing and a small contingent of cruisers to act as carrier escorts. In addition to this Battle Force, it also included an Amphibious Group of ships to transport and support Marine Expeditionary Force amphibious operations. This Amphibious Ready Group will typically include an escort of three ships [destroyers or frigates], the composition of which changes on each Marine Expeditionary Force [MEF] deployment. The Battle Group is the largest operational unit of the US Navy. Each deployed Battle Group consists of a unique combination of ships.

A Carrier Battle Group is a highly balanced mix of ships and aircraft capable of conducting a multitude of missions including, strike operations, humanitarian assistance, sea control, power projection and more. Although the aircraft carrier is the centerpiece of the battle group its capabilities would be degraded without the support provided by the ships that constitute the battle group.

The development of the carrier battle group dates to the 1920's and came into its own during World War II. American use of the carrier battle group started in 1943 as the Essex and Independence-class vessels joined the fleet. These first carrier groups or task groups consisted of no more than four carriers. With the military draw down that followed World War II, the single carrier battle group was born. Although the single carrier reduced the number of ships, advances in technology allowed the carrier to become more flexible and carry more firepower than an entire World War II Task Group.

It is important to note that there really is no real definition of a battle group. Battle groups are formed and disestablished on an as needed basis, and one may be different from another. However, they all are comprised of similar types of ships. Typically a carrier battle group might have:

- a carrier – The carrier provides a wide range of options to the U.S. government from simply showing the flag to attacks on airborne, afloat and ashore targets. Because carriers operate in international waters, its aircraft do not need to secure landing rights on foreign soil. These ships also engage in sustained operations in support of other forces.
- two guided missile cruisers – multi-mission surface combatants. Equipped with *Tomahawks* for long-range strike capability.
- a guided missile destroyer – multi-mission surface combatant, used primarily for anti-air warfare (AAW)
- a destroyer – primarily for anti-submarine warfare (ASW)

- a frigate – primarily for anti-submarine warfare (ASW)
- two attack submarines – in a direct support role seeking out and destroying hostile surface ships and submarines
- a combined ammunition, oiler, and supply ship – provides logistic support enabling the Navy's forward presence: on station, ready to respond

The Carrier Battle Group (CVBG) could be employed in a variety of roles, all of which would involve the gaining and maintenance of sea control:

- Protection of economic and/or military shipping.
- Protection of a Marine amphibious force while enroute to, and upon arrival in, an amphibious objective area.
- Establishing a naval presence in support of national interests.

The Aircraft Carrier Battle Groups (CVBG) consist of a carrier, its embarked air wing, and various escorts -- cruisers, destroyers, frigates, attack submarines, and attached logistics ships. Each Amphibious Ready Group (ARG) comprises a large-deck amphibious assault ship, two to four amphibious ships [transport dock ship or dock landing ship], and an embarked Marine expeditionary unit (special operations capable), or MEU(SOC). Battle Groups and ARGs may operate independently as naval expeditionary task groups, or they may coalesce into a single naval expeditionary task force (1 CVBG + 1 ARG).

At any given time, three CVBGs and three ARGs are deployed and assigned to a numbered-fleet commander in an overseas area:

- FIFTH Fleet - Southwest Asia
- SIXTH Fleet - Mediterranean
- SEVENTH Fleet - Western Pacific

A standard CVBG is defined as:

- One CV/CVN
- One Carrier Air Wing
 - 50 Strike/Fighter A/C (Peacetime Norm)
 - four E-2C AEW
 - four E-A6B SEAD/EW
 - eight S-3B
 - two Es-3A
 - six H-60
- Six Surface Combatants comprising at least:
 - three Aegis CG/DDG
 - four VLS-Tomahawk ships
 - ten Lamps
- Two SSN (1 VLS)
- One Multi-purpose AOE

CVBGCS deploying with other than the standard force composition will be described as “CVBG plus or minus.” For example, a CVBG deploying with fewer than six surface combatants would be considered a “CVBG Minus.” Should the situation warrant a surge of force capability for an extended crisis or contingency, a “CVBG Plus“ could be fielded which would include the standard

CVBG composition with an augmented air wing (e.g., 62 Strike/Fighter A/C) additional surface combatants or submarines.

Carrier Strike Group In the CNO Guidance for 2003 Admiral Vernon Clark stipulated that the terms "Carrier Battle Groups" and "Amphibious Readiness Groups" would no longer be the standards terms and that they would be replaced by Carrier Strike Groups and Expeditionary Strike Groups, respectively, by March 2003.

The carrier strike group (CVSG) provides the full range of capabilities that were present in carrier battle groups. It remains the joint task force commander's premier power projection option. However, because surface combatants will be needed for Expeditionary Strike Groups and Surface Action Groups, the number of ships escorting the carrier would be reduced.

In the new concept, the CVSG would deploy with three or four surface combatants, all Aegis ships. With the introduction of an improved E-2C Hawkeye aircraft and CEC, these ships would provide the group with sufficient defense against the most likely air, surface and subsurface threats.

In larger scale conflict or higher threat scenarios, combining multiple CVSGs with SAGs and ESGs would provide the level of combat capability, power projection and force protection required. This consolidated group is known as the expeditionary strike force (ESF).

It is important to note that there really is no real definition of a strike group. Strike groups are formed and disestablished on an as needed basis, and one may be different from another. However, they all are comprised of similar types of ships. Typically a carrier strike group might have:

- a carrier – The carrier provides a wide range of options to the U.S. government from simply showing the flag to attacks on airborne, afloat and ashore targets. Because carriers operate in international waters, its aircraft do not need to secure landing rights on foreign soil. These ships also engage in sustained operations in support of other forces.
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- Protection of economic and/or military shipping.
- Protection of a Marine amphibious force while enroute to, and upon arrival in, an amphibious objective area.
- Establishing a naval presence in support of national interests.



Marine Corps Organization

The Marine Corps, within the Department of the Navy, is organized as a general purpose “force in readiness” to support national needs. Deploying for combat as combined-arms Marine air-ground task forces (MAGTFs), the Marine Corps provides the National Command Authorities (NCA) with a responsive force that can conduct operations across the spectrum of conflict.

HISTORY

On November 10, 1775, the Continental Congress passed a resolution stating that "two battalions of Marines be raised" for service as landing forces with the fleet. This established the Continental Marines and marked the birth of the United States Marine Corps. Serving on land and at sea, early Marines distinguished themselves in a number of important operations, including their first amphibious raid on foreign soil in the Bahamas in March 1776, under the command of the Corps' first commandant, Capt. Samuel Nicholas. The 1783 Treaty of Paris ended the Revolutionary War and as the last of the Navy's ships were sold, the Continental Navy and Marines disbanded.

. . .During the two decades before World War II, the Marine Corps began to more completely develop its doctrine and organization for amphibious warfare. The success of this effort was proven at Guadalcanal, Bougainville, Tarawa, New Britain, Kwajalein, Eniwetok, Saipan, Guam, Tinian, Peleliu, Iwo Jima and Okinawa. By the war's end in 1945, the Corps had grown to include six divisions, five air wings and supporting troops, about 485,000 Marines. Nearly 87,000 Marines were killed or wounded during WWII and 82 earned the Medal of Honor.

. . .An increasing number of terrorist attacks on U.S. embassies around the world took place in the 1980s. In August 1982, Marines landed at Beirut, Lebanon, as part of a multinational peacekeeping force. For the next 19 months these units faced the hazards of their mission with courage and professionalism. In October 1983, Marines took part in the highly successful, short-notice intervention in Grenada.

Organization:

Two parallel chains of command — Service and operational — exist within the Marine Corps. The Service chain begins with the President, through the Secretary of Defense, and continues through the Secretary of the Navy and the Commandant of the Marine Corps. The operational chain runs from the President, through the Secretary of Defense, directly to commanders of combatant commands for missions and forces assigned to their commands.

Anyone wishing to understand the Marine Corps must understand the status of its Commandant. There has been a Commandant, designated as such, ever since the United States Marine Corps was authorized by the Congress and approved by President John Adams on 11 July 1798. The Corps numbers its Commandants, as kings and popes are numbered. No other service chief seems to have quite the clear and unequivocal control of his service as that enjoyed by the resident of the Commandant's House at the Marine Barracks, Washington, DC. Since 1806, all Commandants have lived in that house, the oldest official residence in Washington still being used for its original purpose.

Marine Corps component commanders provide operational forces to commanders of combatant commands and other operational commanders as required. The Marine Corps is divided into four broad categories: operating forces; the Marine Corps Reserve; the supporting establishment; and Headquarters, U.S. Marine Corps.

The Marine Corps' operating forces consist of:

- Marine Corps forces (MARFOR)
- Marine Corps security forces (MCSF) at naval installations
- Marine security guard detachments at embassies and consulates around the globe

The "Forces for Unified Commands" memorandum assigns Marine Corps operating forces to each of the combatant commands. A force assigned or attached to a combatant command may be transferred from that command only as directed by the Secretary of Defense and under procedures prescribed by the Secretary of Defense and approved by the President. The Marine Corps has established multiple Marine Corps component headquarters to support the unified commands.

Marine Corps forces are organized as MAGTFs and are either employed as part of naval expeditionary forces or separately as part of larger joint or combined forces. The commanders of MARFOR Atlantic and Pacific serve as Marine Corps component commanders to their respective combatant commanders and may also serve as commanding generals of Fleet Marine Forces (FMs) Atlantic, Pacific, and Europe. As commanding generals,

Marine Corps

Marine Corps operating forces are provided from MARFORLANT and MARFORPAC. Each of the four Unified Commands is assigned a Marine Component for planning purposes and is provided task-organized Marine forces for execution of specific operational plans. The Marine Corps principal operating force in the eastern United States is II Marine Expeditionary Force (II MEF), located at bases in North and South Carolina; in the western United States, I MEF is based in California; in the western Pacific, III MEF, which was previously based in Okinawa and Japan, has been disbanded, and replaced by the I MEF (Forward) Command Element, which retains all of the functions previously found in III MEF. The MEFs provide a Marine Expeditionary Unit — Special Operations Capable [MEU(SOC)] for afloat forward deployment.

The Marine Corps is nominally organized into three ground divisions and three aircraft wings, with a large combat support force formed into three service support groups. The Marine Corps Reserve consists of an additional ground division, aircraft wing, and support group. These divisions and wings can be considered the administrative structure for Marine units deployed in Marine Air-Ground Task Forces (MAGTFs). The MAGTF is the basic building block of Marine Corps operating forces, and is an integrated, combined-arms force comprising command, ground combat, aviation combat, and service support elements. Regardless of size — from relatively small, special

purpose MAGTFs to multi-division size Marine Expeditionary Forces — all MAGTFs are "expeditionary" forces, capable of carrying out specific missions. For example, MEFs, comprising 40,000 or more troops, are capable of amphibious assaults and sustained operations for up to 60 days without replenishment of ammunition, food, water, and other supplies.

Air Force



Brief History²

For a detailed history, see [United States Air Force--History](#).

image:usaf.f15.f16.kc135.250pix.jpg

United States Air Force KC-135R Stratotanker, two F-15 Eagles (twin fins) and two F-16 Fighting Falcons, on a refueling training mission.

- The U.S. Air Force is composed in its entirety of the regular Air Force, the Air National Guards and the Air Force Reserve. The Air Force currently includes eight major commands.
 - The Air Force boasts an enlisted force of 288,720 under the command of 69,466 officers.
- In 1912, an Aviation Section of the U.S. Army Signal Corps was created.

In 1917, upon the United States' entry into World War I, the U.S. Army Air Service was formed as part of the American Expeditionary Force (AEF). Major General Patrick Mason commanded the AEF air forces; his deputy was Brigadier-General Billy Mitchell. The Air Service provided tactical support for the U.S. Army, especially during the Battle of Saint-Mihiel and the Meuse-Argonne offensives. Among the aces of the Air Service were Captain Eddie Rickenbacker and Frank Luke.

In 1926 the Air Service was reorganized as a branch of the Army and became the U.S. Army Air Corps (USAAC). During this period, the USAAC began experimenting with new techniques, including air-to-air refueling and the development of the B-9 and the Martin B-10, the first all-metal monoplane bomber, and new fighters. In 1937, the B-17 Flying Fortress made its first appearance. In a spectacular feat of navigation, three B-17s intercepted the Italian passenger liner Rex at sea.

In 1941, the Army Air Corps became the U.S. Army Air Forces. The USAAF reached status as a separate arm of the Army, with equal voice with the Army and Navy in 1943.

In Europe, the USAAF began daylight bombing operations, over objections of the Royal Air Force planners on the Combined Chiefs of Staff. The US strategy involved flying bombers together, relying on the defensive firepower of a close formation. The tactic was only successful in part. American flyers took tremendous casualties during raids on the oil refineries of Ploesti, Rumania and the ball-bearing factories at Schweinfurt and Regensburg, Germany. When the P-51 Mustang, with its increased range, was introduced to combat, American combat losses dropped, and operations during Big Week in late winter of 1944 caused the Luftwaffe to lose experienced pilots.

² Source for this section: <http://www.nationmaster.com/encyclopedia/United-States-Air-Force>

In the Pacific theater, the USAAF used the B-29 Superfortress to launch attacks on the Japanese mainland from China. One of the major logistical efforts of the war, "flying the Hump" over the Himalayas, took place. To carry both a bomb load and fuel and to bomb at high altitude through the jet stream affected the B-29's range. As soon as airbases on Saipan were captured in 1944, General Curtis LeMay changed strategy from high-level precision bombings to low-level incendiary bombings, aimed at destroying the distributed network of Japanese industrial manufacturing. Many Japanese cities suffered extensive damage. Tokyo suffered a firestorm in which over 100,000 persons died.

The B-29 was also used to drop two nuclear weapons on Japan in August 1945.

The Department of the Air Force was created when President Harry S Truman signed the National Security Act of 1947. It became effective September 18, 1947, when Chief Justice Fred Vinson administered the oath of office to the first secretary of the Air Force, Stuart Symington.

In 1948, Communist authorities in Eastern Germany cut off road and air transportation to West Berlin. Military Airlift Command supplied the city during the Berlin airlift, using C-121 Constellation and the C-54 Skymaster. The Royal Air Force also played a significant role in flying tonnage into the city with Avro Yorks, Avro Tudors and Douglas Dakotas.

The Korean War saw the Far Eastern Air Force losing its main airbase in Kimpo, South Korea, and forced to provide close air support to the defenders of the Pusan pocket from bases in Japan. However, General Douglas B. MacArthur's landing at Inchon in September 1950 enabled the FEAF to return to Kimpo and other bases, from which they supported MacArthur's drive to the Korean-Chinese border. When the Chinese People's Liberation Army intervened in December, 1950, the USAF provided tactical air support. The introduction of the Soviet-made MiG-15 caused problems for the B-29s used to bomb North Korea, but the USAF countered the MiGs with the F-86 Sabre.

In 1954, the United States Air Force Academy opened in Colorado Springs, Colorado. Women first graduated from the USAFA in 1976.

Leadership

- Secretary of the Air Force: The civilian head of the Air Force is appointed by the president with Senate approval. The secretary is responsible for the formulation and implementation of Air Force policies consistent with the national security plan. The secretary reports to the Secretary of Defense, but has no command authority.
- Chief of Staff of the Air Force: The top uniformed position in the Air Force, the chief of staff is a member of the Joint Chiefs of Staff and is responsible for the general readiness of the US Air Force. The chief of staff has no direct command authority.

Air Force Organization

- Major Command: The top level and largest combat organization of the Air Force is the command, which is usually made up of three or more numbered air forces.
- Numbered Air Forces: These formations include two or more wings and are usually grouped with auxiliary units. Numbered air forces conduct operations with assigned and attached forces under a command

- Wings: The basic unit for generating and employing combat capability. Wings normally operate the same type of aircraft, although composite wings do exist. This formation is the prime war-fighting instrument.
- Group: This formation usually consists of two to four squadrons and a group headquarters. All squadrons in a particular group fly the same type of plane, and they are referred to by type of plane (heavy bomber group, fighter group, etc.).
- Squadron: Squadrons are not designed to conduct independent operations; they work in coordination with other units to conduct operations. A squadron usually consists of two or more flights.
- Flights: A flight consists of two or more airplanes. In combat, this formation usually consists of four or more planes that fly in pairs, trios, or fours. One plane, the flight leader, contains the flight commander who directs flight operations.

GLOSSARY -- MILITARY TERMS PRIMER

By Captain Dale Dye

LAR – Light Armored Reconnaissance

APACHE LONGBOW – Latest, most sophisticated version of the AH-64 Apache attack helicopter with microwave directed Hellfire anti-tank missiles.

ABRAMS – Fully-tracked M-1 Main Battle Tank featuring 120mm smoothbore cannon and three machineguns.

BRADLEY – Fully-tracked M2 Infantry Fighting vehicle that carries 12 troops.

LAV-25 – wheeled armored vehicle used by US Marine Corps in place of Bradley.

PACK III PATRIOT – Latest, most-sophisticated version of first-line anti-missile/anti-air missile system.

RPG –Rocket-Propelled Grenade. Bazooka-like weapon developed by Communist-bloc forces and now used all over the world. Version being encountered is RPG-7V and is designed for anti-tank/anti-armor work.

FRAG – Fragmentation hand-grenade.

AT-4 – Shoulder-fired anti-tank/anti-bunker weapon used by US forces.

WARTHOG – A-10 attack aircraft designed as a tank-buster.

MOPP SUIT OR MOPP GEAR – Multiple Operations Protective Posture garments for protection from Chemical and/or Biological attack. Worn in progressive stages from MOPP 1 to MOPP 4 according to conditions encountered. Another name for MOPP Suit.

JLIST – (Pronounced Jay-List) Joint-Service Lightweight Integrated Suit Technology. The latest version of MOPP gear.

FOX VEHICLE – M93A1 Nuclear, Biological and Chemical Reconnaissance system built into a wheeled armored vehicle.

ICAM – (Pronounced Eye-Cam) Improved Chemical Agent Monitor. A hand-held sensor for detecting nerve and mustard gas agents.

BIDS – M31A1 Biological Integrated Detection System. Essentially a self-contained laboratory mounted on a HUMVEE and capable of identifying biological aerosol agents.

SAM – Surface to Air Missile.

HUMVEE – Wheeled vehicle that replaced the Jeep in US Forces. Acronym stands for High Mobility Multi-Purpose Vehicle. Comes in several versions including TOW Missile mount, .50 caliber machinegun mount, ambulance and communication vehicles.

INTERCEPTOR – Improved Kevlar vest or flak-jacket capable of stopping small arms rounds.

AAA – (Pronounced Triple-A) Anti-Aircraft Artillery.

MBT – Main Battle Tank.

COBRA – AH-1W attack helicopter. Flown by US Marine Forces in place of Apache.

CH-46 – Sea Knight dual-rotor medium-lift helicopter used by US Marines.

CH-53 – Sea Stallion single-rotor heavy-lift helicopter used by US Marines.

BLACKHAWK – UH-60 medium-lift helicopter used by U.S. Army.

TOC – (Pronounced Tock) Tactical Operations Center. The field command and control post for US Army units.

COC – (Pronounced See-Oh-See) Combat Operations Center. The Marine Corps version of TOC.

FOB – Forward Operating Base.

FARP – Forward Arming and Refueling Point. May be set up for vehicles such as tanks or for helicopters.

JDAM – (Pronounced Jay-Dam) Joint Direct Attack Munitions – 2,000-pound smart- bomb.

JSOW – (Pronounced Jay-Sow) 1,000-pound glide-bomb. Can glide 15 to 40 miles from launching aircraft. Contains a canister, which may be used to deploy sub-munitions (smaller bombs or mines) over large areas.

MOAB – Massive Ordnance Air Blast – 21,000 launched from heavy-lift aircraft such as C-130 Combat Talon. A smart bomb carrying 18,000 pounds of tritonal explosives. Largest non-nuclear bomb in the world.

THERMOBARIC BOMB – Bunker-busting air-delivered bombs designed to penetrate deeply into caves or bunkers. Creates massive shock waves and over-pressure.

ALCS – Air Launched Control System. Smart bombs launched from aircraft with 2,000 pound warheads.

TOMAHAWK – Cruise missile usually launched from ships or submarines. Contains a 1,000 warhead.

PAVE-LOW – Specially-configured UH-60 helicopters designed to support Special Operations.

PAVE TALON – Specially configured C-130 multi-engine, turbo-prop aircraft designed to support Special Operations.

NVG – Night Vision Goggles.

FLIR – Forward-Looking Infrared Radar. Used to identify targets at night. Usually mounted on attack helicopters.

A.O. – Area of Operations

GRID or GRID SQUARE – a defined area square on a tactical map used to specify location.

KLICK or CLICK – a kilometer.

PALADIN – A US 155mm self-propelled howitzer.

M198 – (Pronounced M-One-Niner-Eight) A US towed 155mm howitzer.

F.O. – Forward Observer for mortars, artillery or any other direct support weapon system.

B.D.A. – Bomb Damage Assessment when referring to results of an air strike or Battle Damage Assessment when referring to results of a ground attack.

C.I.D. – Criminal Investigation Division. Military version of the FBI, which investigates crimes committed by military people.

MEU – (Pronounced Myew) Marine Expeditionary Unit usually consisting of a Battalion Landing Team, a helicopter attack and support squadron and a combat support group.

MEB – Marine Expeditionary Brigade centered on a Marine Infantry Regiment and a Marine Aircraft Group.

MEF – Marine Expeditionary Force centered on a Marine Division and a Marine Aircraft Wing. I MEF is the force in Iraq. It's pronounced Eye MEF.

PSYOPS – (Pronounced SI-OPS) Psychological Operations.