

# 美軍新作戰要綱準則：

## ADP 3-0 《統一陸上作戰》

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### 提 要>>>

- 一、美國陸軍於2011年10月10日頒布新版作戰要綱準則：ADP 3-0《統一陸上作戰》，與上一版準則僅間隔9個月的時間，其中內涵主要闡述陸軍的新作戰思想「統一陸上作戰」。
- 二、美軍「統一陸上作戰」不但擷取過去珍貴的實戰經驗，更放眼未來不確定的作戰場景。因此，統一陸上作戰為美國陸軍部隊在準備未來作戰方面，提供共同的作戰思想，其內涵包含在聯合作戰、跨部會行動及聯盟作戰等框架下之所有軍事行動的範疇。
- 三、美軍新作戰要綱準則ADP 3-0《統一陸上作戰》係美國陸軍部隊基本的作戰準則與達成聯合作戰中統一行動目標的指導要綱。統一陸上作戰擘劃陸軍如何奪取、保持與運用主動優勢，為地面作戰部隊開創與維持作戰相關有利態勢，其手段係透過同步運用攻勢作戰、守勢作戰及維穩作戰等作為以達到防範或拒止衝突、贏得戰爭或為解決衝突創造有利條件等效果。
- 四、新版作戰要綱準則篇幅僅14頁，內容言簡意賅，用詞簡潔、精確，為陸軍部隊在未來執行作戰任務時提供清晰且明確的作戰指導。準則內涵主要包括統一陸上作戰之戰略內涵、統一陸上作戰之基礎、統一陸上作戰之原則、作戰藝術及作戰結構等五大部分。

關鍵詞：統一陸上作戰、作戰藝術、作戰結構、作戰架構、作戰功能



## Foreword 序 言

When we published Change 1 to the 2008 edition of (Field Manual) FM 3-0, we captured the most critical lessons of almost ten years of sustained land combat. In this edition, we not only reflect on the past but also look to an uncertain future. Army Doctrine Publication (ADP) 3-0, Unified Land Operations, provides a common operational concept for a future in which Army forces must be prepared to operate across the range of military operations, integrating their actions with joint, interagency, and multinational partners as part of a larger effort.

2008 年版FM-3.0 (含增修條文)出版之際，其內容已擷取了過去近十年珍貴長期陸上實戰經驗。而本書(ADP 3.0)的付梓不僅融合了過去智慧的累積，另對未來作戰的不確定性作了深入探討。ADP 3.0《統一陸上作戰》一書對美國陸軍如何在未來跨領域作戰環境中將其軍事力量與其他各軍種、相關政府部門甚至盟國作有效整合進而達成共通的整體目標提出了全面性作戰概念。

Unified Land Operations is a natural intellectual outgrowth of past capstone doctrine. AirLand battle recognized the three-dimensional nature of modern warfare, while full spectrum operations recognized the need to conduct a fluid mix of offensive, defensive, and stability operations simultaneously. This publication builds on both these ideas, adding that success requires fully integrating Army operations with the efforts of joint, interagency, and multinational partners.

「統一陸上作戰」概念是由以往陸軍核心作戰準則所衍生而出的作戰理念，如「空地作戰」中所傳達的三維空間作戰思維，以及藉由同時執行攻勢、守勢及維穩所組成「全方位作戰」概念；本準則除融會前兩者外，另說明了陸軍部隊於複雜作戰環境中與各軍種、相關政府部門、甚至盟國執行聯合作戰的原理原則。

The central idea of Unified Land Operations is that Army units seize, retain, and exploit the initiative to gain and maintain a position of relative advantage in sustained land operations to create conditions for favorable conflict resolution. This central idea applies to all military operations-offensive, defensive, and stability or defense support of civil authorities. This unifying principle connects the various tasks Army forces may perform. It adds the founding principles of flexibility, integration, lethality, adaptability, depth, and synchronization. It incorporates the principle that operational art is the connection between strategic objectives and tactical actions, and provides a common construct for organizing military operations. The construct consists of the Army operations process, an operations framework for visualizing and describing operations, and the warfighting functions.

「統一陸上作戰」的中心思想在於陸軍部隊如何藉由奪控、續領及擴大利用戰場主動，進而創造解決衝突之優勢。此原則可一體適用於攻勢、守勢、維穩及對政府提供各類軍事支援等，並將陸軍部隊所執行的各類型任務作完整的鏈結。本準則也將彈性、整合性、致命性、靈活性、縱深性及同步等軍事特性作有效整合，它認為戰略目標與戰術行動的結合即是「作戰藝術」的具體呈現。另針對如何規劃軍事行動提供了廣泛的架構，包含了作戰程序、針對軍事行動所產生的心中圖像、內心思維具體的表述與戰鬥功能編組等。

ADP 3-0 serves as the common operational concept for the Army. The central idea, adapted to the unique conditions of each conflict, represents the Army's unique contribution to unified action. It must permeate our doctrine, our training, and our leader professional development programs.

ADP 3-0乃陸軍作戰概念的主要指導，其中心理念說明了陸軍部隊如何在各類獨特的衝突中作出獨特的貢獻。此一理念必須具體呈現在我們的準則、我們的訓練和我們的專業培訓計畫之中。



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## Preface 前言

Army Doctrine Publication (ADP) 3-0 is one of the Army's two capstone doctrine publications; the other is Field Manual (FM) 1, The Army. ADP 3-0 presents overarching doctrinal guidance and direction for conducting operations. (See figure 1 on pages iv and v.) It constitutes the Army's view of how it conducts prompt and sustained operations on land and sets the foundation for developing the other principles, tactics, techniques, and procedures detailed in subordinate doctrine publications. ADP 3-0 is the first manual published under Doctrine 2015 initiative. It provides operational guidance for commanders and trainers at all echelons and forms the basis for Army Education System curricula.

《統一陸上作戰》ADP 3-0是陸軍兩部核心準則之一，另一部是野戰準則FM-1《陸軍部隊》(The Army)。ADP 3-0具體闡明了執行軍事行動所需之全般指導(請參閱圖一、二)。它建構了陸軍遂行快速持久的陸上軍事行動的基本理念，並為所隸各項準則研撰相關原理、戰術、教則、教範的發展奠定基礎。ADP 3-0是「2015準則編撰計畫」中所完成的第一部，它提供了各級指揮官及負責訓練者相關的軍事作為指導，也為陸軍軍事教育體系課程奠基。

The principal audience for ADP 3-0 is the middle and senior leadership of the Army, officers in the rank of major and above who command Army forces in major operations and campaigns or serve on the staffs that support those commanders. It is also applicable to the civilian leadership of the Army.

ADP 3-0 主要適用於重要作戰及戰役中，擔任指揮、幕僚之陸軍少校階以上中、高階幹部，亦適用於陸軍體系內之文職主管。

ADP 3-0 uses joint terms where applicable. Most terms with joint or Army definitions are in both the glossary and the text. Terms for which ADP 3-0 is the proponent publication (the authority) have an asterisk in the glossary. Definitions for which ADP 3-0 is the proponent publication are in boldfaced text. These terms and their definitions will be in the next revision of FM 1-02. For other definitions in the text, the term



is italicized and the number of the proponent publication follows the definition.

本準則全篇儘量使用聯戰軍語，大部分軍語與聯戰或陸軍相關之定義分別納入本準則辭彙及內文中；而屬本準則特有之軍語則以星號註記，特有之定義以粗體顯示，並將納入爾後FM 1-02修訂考量，其餘非上述列舉之軍語與定義將於其後註記出處來源。

ADP 3-0 applies to the Active Army, the Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and United States Army Reserve (USAR) unless otherwise stated.

ADP 3-0 適用於正規部隊、國民兵部隊及後備部隊，若有修正，另令通知。

This publication first discusses and defines unified land operations and the role of doctrine. Then it discusses a description of the strategic context within which Army forces expect to operate. It also discusses the foundations of the operating concept and the tenets of Army operations. It concludes by describing the link between strategic aims and tactical actions (operational art) and a conceptual construct for organizing military effort (operations structure).

全書首先針對「統一陸上作戰」與本準則所扮演的角色實施探討與定義，接著說明未來陸軍部隊將面對的戰略環境。此外，還闡明了陸軍作戰的概念、基礎和理念。書末透過描述「戰略目標」和「戰術行動」（作戰藝術）之間的關係與軍事任務的組織概念（作戰結構）作為結論。

## THE ROLE OF UNIFIED LAND OPERATIONS

### 統一陸上作戰之定位

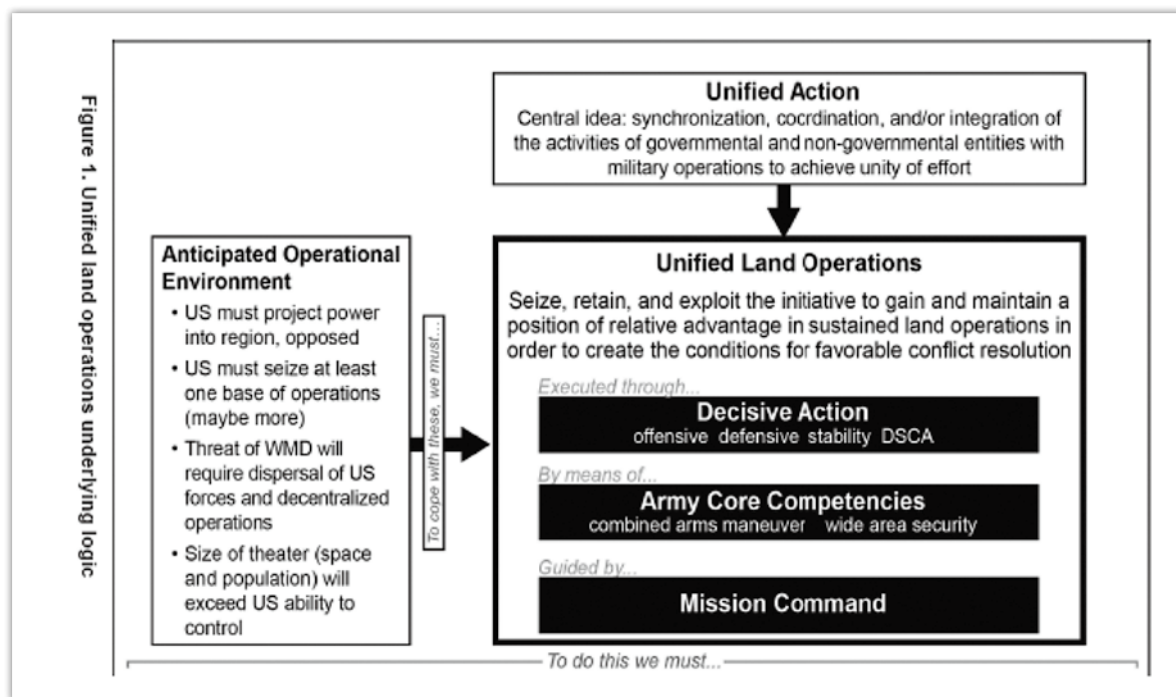
Unified land operations describes how the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution. ADP 3-0, Unified Land Operations, is the Army's basic warfighting doctrine and is the Army's contribution to unified action.

「統一陸上作戰」說明了陸軍部隊如何於同時實施攻勢、守勢和維穩等作戰方式，爭取、維持並擴大戰場主動以獲得並保持持續進行陸上作戰的有利態勢；進而預防或嚇阻衝突、贏取戰爭，並為解決衝突開創有利機勢。ADP 3-0《統一陸上作戰》為陸軍的作戰基本準則，也是陸軍對統一行動的具體貢獻。

ADP 3-0 Unified Land Operations, is an intellectual outgrowth of both previous operations doctrine and recent combat experience. It recognizes the three-dimensional nature of modern warfare and the need to conduct a fluid mix of offensive, defensive, and stability operations or defense support of civil authorities simultaneously. ADP 3-0, Unified Land Operations, acknowledges that strategic success requires fully integrating U.S. military operations with the efforts of interagency and multinational partners.

ADP 3-0，「統一陸上作戰」概念的產生，是藉由以往的相關作戰準則與部隊近期實戰經驗相融會而成。此一概念說明了當代軍事行動三維作戰的特性，以及攻、守、維穩或各類對政府所提供的軍事支援任務共存並行的實需。「統一陸上作戰」準則也說明了成功的戰略必須仰賴各軍事部門、相關政府機構及國際間的綿密合作。

Figure 1. Unified land operations underlying logic



圖一 統一陸上行動邏輯示意圖

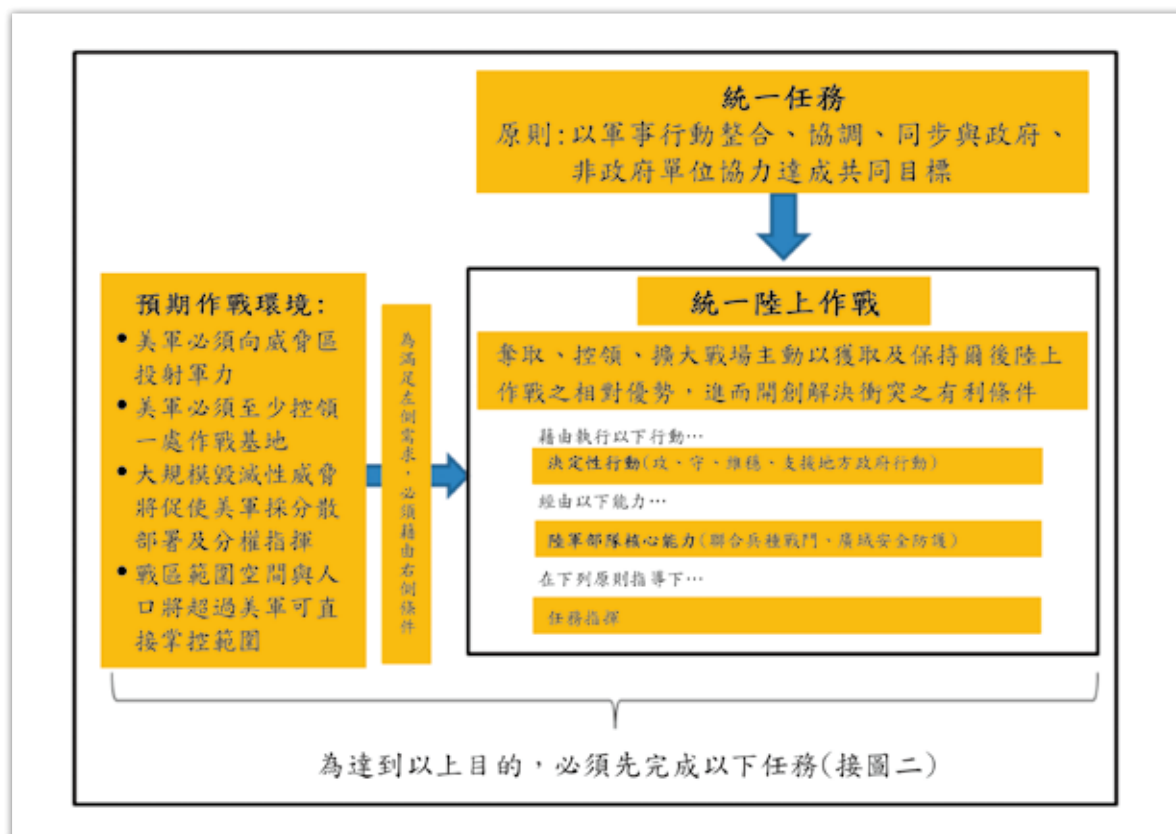
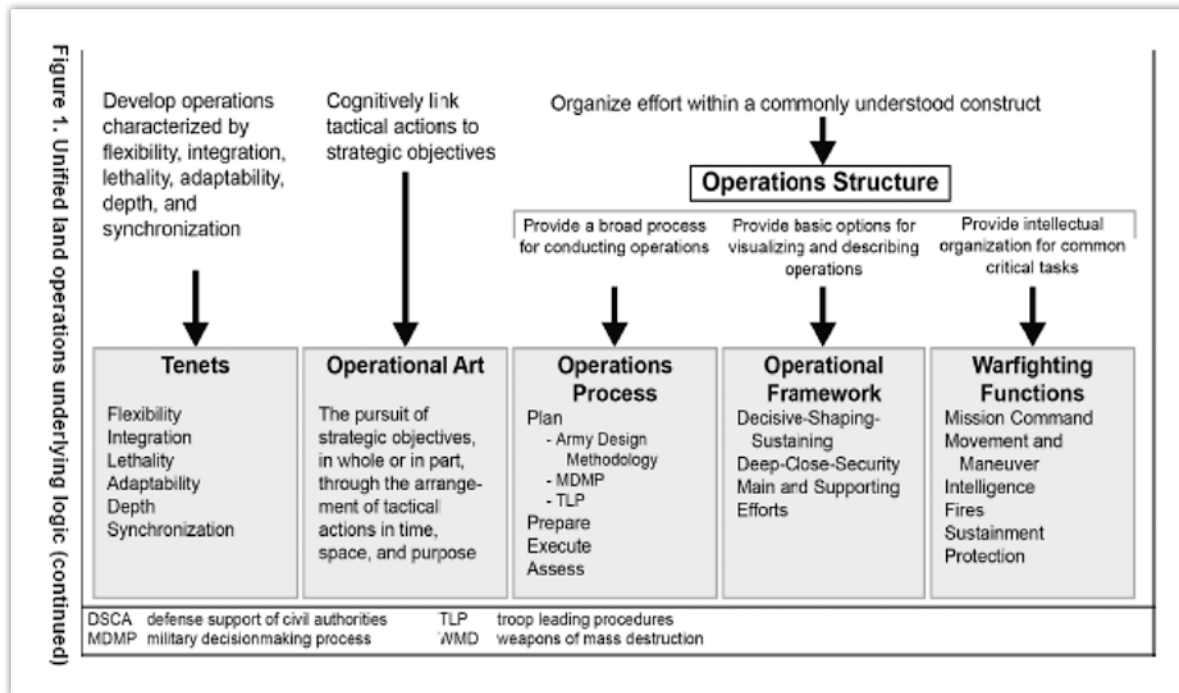
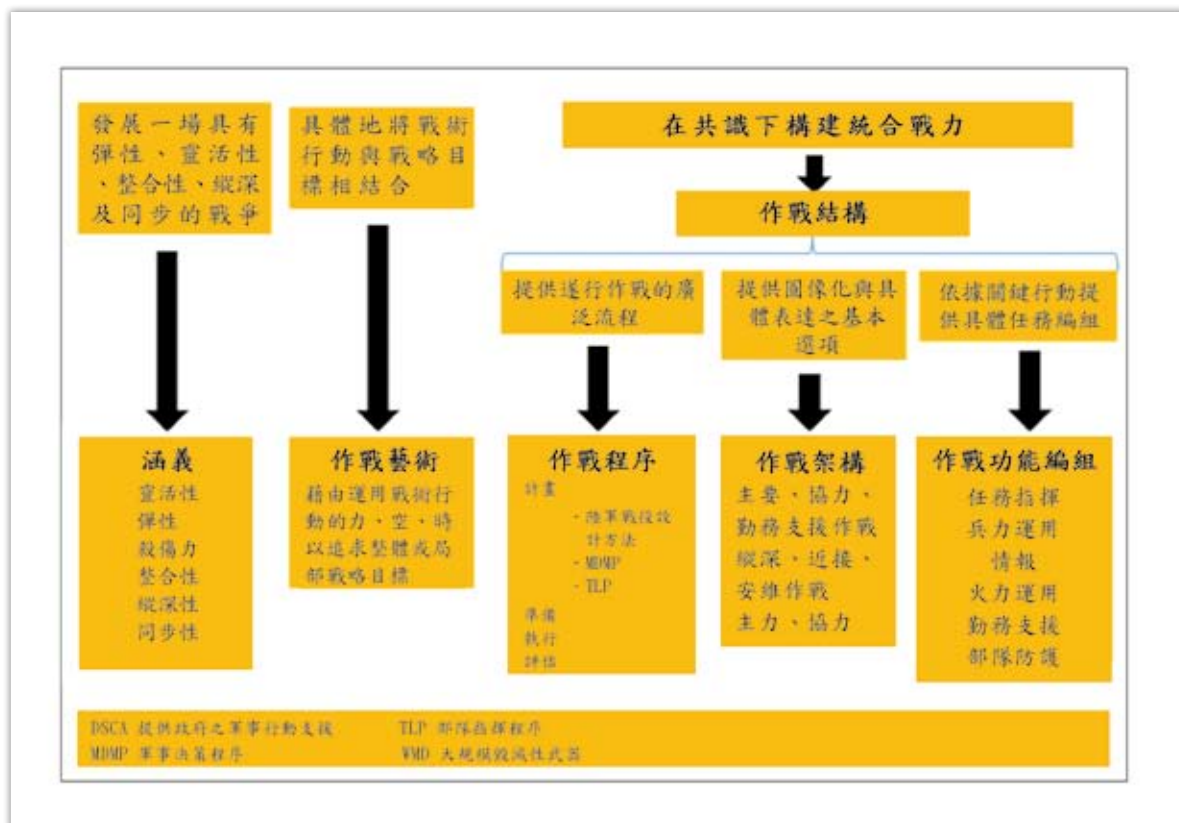




Figure 2. Unified land operations underlying logic(continued)



圖二 聯合地面行動邏輯示意圖



## THE ROLE OF THE UNITED STATES ARMY 美國陸軍部隊所扮演的角色

The United States Army is America's sons and daughters, men and women of courage and character, and leaders of consequence-bonded together in a profession of Arms-organized, trained, and equipped to be the most decisive land force in the world. We are a clear symbol of national resolve and commitment. From start to finish, in the lead or in support, we remain ready to shape, influence, engage, deter, and prevail.

美國陸軍部隊是由一群兼具勇氣、品德、責任感及領導特質的美國子民，經由專業的軍事教育、訓練與配賦裝備後所組織而成的一支世界上最具決勝性、優質、紀律嚴明且先進之陸上武裝力量。此力量是堅定防衛國家及實現和承諾的具體象徵；不論何種任務，陸軍部隊都將隨時以堅強之戰備來形塑、影響、面對、嚇阻與擊敗任何威脅與挑戰。

## THE ROLE OF DOCTRINE 準則的角色

Army doctrine is a body of thought on how Army forces operate as an integral part of a joint force. Army leaders who employ forces in operations under the guidance suggested by the doctrine are its primary audience. Doctrine acts as a guide to action rather than a set of fixed rules. Capstone doctrine establishes the Army's view of the nature of operations, the fundamentals by which Army forces conduct operations, and the methods by which commanders exercise mission command. Capstone doctrine also serves as the basis for decisions about organization, training, leader development, materiel, Soldiers, and facilities. FM 1, The Army, and ADP 3-0, Unified Land Operations, represent Army capstone doctrine.

陸軍準則的角色係在以一貫的戰術、戰法教育，將陸軍部隊戰力藉有效整合而成為聯合作戰部隊整體之一部。它提供陸軍各級指揮官對於部隊運用的指導。準則雖可作為專業的軍事指導，但切不可墨守成規，而必須依實況作客觀的判斷與調整。核心準則主在建立陸軍部隊遂行任務的基本概念與執行方法，及指揮官如何遂行「任務指揮」的方法。核心準則更是訂定有關編制、訓練、幹部培育、物質和設施等相關決策之基礎，而FM-1《陸軍部隊》與ADP 3-0《統一陸上作戰》皆為陸軍核心準則。

Doctrine is also a statement of how the Army intends to fight. In this sense, doctrine often describes an idealized situation and then contrasts the ideal with the reality Army leaders can expect. Doctrine provides a means of conceptualizing campaigns and operations, as well as a detailed understanding of conditions, frictions, and uncertainties that make achieving the ideal difficult. Doctrine also helps potential partners understand how the Army will operate. It establishes a common frame of reference and a common cultural perspective to solving military problems, including useful intellectual tools.

同時準則也闡明陸軍部隊作戰的基本方式。在此概念下，準則往往闡述作戰時的理想情況，因此指揮官可以預期的是實際狀況會與理想狀況存在著明顯的差異。此外準則除將戰役與作戰予以概念化外，更提供如何瞭解作戰全般狀況的方式，以及為達成作戰目標而可預見的潛在損耗、不確定性及困境等。對共同執行相關任務的合作夥伴而言，準則同時也有助於瞭解陸軍部隊遂行任務的方式。它建立了一個解決軍事問題的共同參考架構、文化及有價值的智能工具。



## STRATEGIC CONTEXT FOR UNIFIED LAND OPERATIONS

### 統一陸上作戰之戰略意涵

Army forces are employed within a strategic context defined by the specific operational environment, the character of the friendly force, and the character of the threat. Underpinning the strategic context enables Army forces to preserve vital national interests; foremost among these are sovereignty in the homeland and the United States Constitutional form of government.

陸軍部隊的戰略運用意涵係由特定的作戰環境、我軍特性及威脅特性等三項所定義。在此戰略內涵支持下，陸軍部隊得以確保國家的重大利益，其中最重要的是掌控國家主權，以及基於美國憲法所建立的政府。

### A. THE OPERATIONAL ENVIRONMENT

#### 一、作戰環境

The operational environment is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (JP 1-02). Army leaders plan, prepare, execute, and assess operations by analyzing the operational environment in terms of the operational variables and mission variables. The operational variables consist of political, military, economic, social, information, infrastructure, physical environment, time (known as PMESII-PT). The mission variables consist of mission, enemy, terrain and weather, troops and support available, time available, civil considerations (known as METT-TC). How these variables interact in a specific situation, domain (land, maritime, air, space, or cyberspace), area of operations, or area of interest describes a commander's operational environment but does not limit it. No two operational environments are identical, even within the same theater of operations, and every operational environment changes over time. Because of this, Army leaders consider how evolving relevant operational or mission variables affect force employment concepts and tactical actions that contribute to the strategic purpose.

作戰環境係以不同的條件、情勢和影響所組成，可直接影響指揮官的兵力運用與決心下達。陸軍領導者藉分析「作戰變數」和「任務變數」來洞察其作戰環境，實施計畫、準備、執行和評估分析等相關作業。作戰變數包括政治、軍事、經濟、社會、資訊、基礎設施、自然環境及作戰相關時間參數等(簡稱為PMESII-PT)。而任務變數則包含任務、敵情、地形與天氣、可用部隊與支援、時間及民事考量(簡稱為METT-TC)等。指揮官藉分析上述變數在陸上、海上、空中、太空、網路、作戰地區、利害地區等空間中的互動，以定義其所處的作戰環境。即使在同一個戰區內，隨著時間變化，沒有兩個作戰環境是完全相同的。正因如此，陸軍幹部更應思忖如何針對相關作戰或任務變數，規劃兵力運用構想及戰術行動，進而協力戰略目標之達成。

Army leaders project and sustain forces in their operational environment. This requires the capability to secure multiple entry points into an area of operations and the lines of communications that connect those points. In some cases, Army forces may have to seize key facilities from a determined enemy to set conditions for sustained land operations, or a particular operational environment may demand highly decentralized operations to dominate the enemy. Army forces will encounter new and unanticipated enemy capabilities and will have to adapt to them while engaged in operations.

陸軍幹部為了在作戰環境中部署兵力並維持戰力，必須確保多個進出該地區的要點及串連各要

點的連絡線。在某些情況下，作戰部隊必須從固守之敵手中奪取關鍵設施，以利戰力的持續；或在特定的作戰環境中，以分進作戰方式控領敵軍。陸軍部隊未來將遇到新的、超乎預期的敵人，而強韌的適應力與彈性，乃剋敵制勝的關鍵。

Operational environments are not static. Within an operational environment, an Army leader may conduct major combat, military engagement, and humanitarian assistance simultaneously. Army doctrine has always stated that Army forces must be prepared to transition rapidly from one type of operation to another. A decade of sustained combat and deployments has refined that understanding. Army forces simultaneously and continuously combine offensive, defensive, and stability operations through a blend of combined arms maneuver and wide area security.

作戰環境並非一成不變。在作戰環境中，陸軍幹部可能同時執行大規模作戰、軍事接觸及人道援助。陸軍準則不斷強調，陸軍部隊必須隨時準備，靈活因應作戰型態的改變而轉變。而歷經十年餘的持續戰鬥和兵力運用，印證了此項論點。陸軍部隊結合聯合兵種戰鬥和執行廣域安全維護，同時並持續遂行攻勢、守勢及維穩等作戰。

The homeland is a distinct part of the operational environment for Army forces. Homeland defense requires simultaneous and continuous application of combined arms maneuver and wide area security in coordination with designated civil authorities. Continuous assessment of the mission variables enables Army leaders to adjust the mix of core competencies to gain a position of relative advantage over the threat (whether natural disaster or enemy attack) against populations and infrastructure.

國土地境內是一個獨特的作戰環境。國土防衛的成功需仰賴隨時和持續藉由「聯合兵種戰鬥」與執行「廣域安全維護」，以及與相關政府機關部門密切的協調合作。陸軍幹部藉由對「任務變數」持續評估各類威脅(自然災害或敵軍的攻擊)對平民或設施所造成的損害，調整核心戰力，以獲得相對優勢。

## B. CHARACTER OF THE FRIENDLY FORCE

### 二、我軍特性

Army forces operate as part of a larger national effort characterized as unified action. Army leaders must integrate their actions and operations within this larger framework, collaborating with entities outside their direct control. All echelons are required to incorporate such integration, but it tends to become markedly more demanding at higher echelons. Senior Army leaders may find that integration within unified action requires more of their time and energy than the synchronization of their own operations.

陸軍部隊乃國家整體統一戰力之一部，執行任務係以「統一行動」為原則。陸軍幹部必須將其行動整合在此一大架構之中，與不受其直接指揮管制之其他部門共同合作。各層級部隊均須循此原則執行，往往部隊層級愈高則整合需求與幅度就愈大。陸軍高階幹部可能會發現，此一統合行動所耗用的時間與能量遠大於同步遂行作戰任務。

Effective unified action requires Army leaders who can understand, influence, and cooperate with unified action partners. The Army depends on its joint partners for capabilities that do not reside within the Army, and it cannot operate effectively without their support. Likewise, government agencies outside



the Department of Defense possess knowledge, skills, and capabilities necessary for success. The active cooperation of partners often allows Army leaders to capitalize on organizational strengths while offsetting weaknesses. Only by creating a shared understanding and purpose through collaboration with all elements of the friendly force—a key element of mission command—can Army leaders integrate their actions within unified action and synchronize their own operations.

統一行動任務之有效遂行，陸軍幹部必須充分瞭解、影響以及與共同行動的夥伴充分合作。陸軍部隊可從這些夥伴獲得其自身較弱或所缺乏的能力，且陸軍部隊通常無法在缺乏他們的支援下，有效地遂行作戰。同樣地，國防體系外的機構通常具備相關特有的知識、技巧和能力，常為達成任務所必需。在與各夥伴積極合作下，往往可讓陸軍幹部充分發揮建制戰力。唯有藉著與各夥伴所建立的共識及共同目標，透過與友軍各部門，尤其是任務指揮部門的充分合作，陸軍幹部方得以將本身行動與統一行動相結合並同步遂行。

Unified action may require interorganizational efforts to build the capacity of partners to secure populations, protect infrastructure, and strengthen institutions as a means of protecting common security interests. Building partner capacity is the outcome of comprehensive interorganizational activities, programs, and engagements that enhance the ability of partners for security, governance, economic development, essential services, rule of law, and other critical government functions. The Army integrates the capabilities of the operating and generating forces, to include special operations forces, to support capacity-building efforts, primarily through security cooperation activities. Supported by the appropriate policy, legal frameworks, and authorities, the Army leads security force assistance for partner units, institutions, and security sector functions. Army operating and special operations forces units train and advise partner units to develop individual and unit proficiency in security operations. Army generating forces train and advise partner generating force activities to build institutional capacity for professional education, force generation, and force sustainment. Elements of the operating, generating, and special operations forces contribute to security sector programs that professionalize and strengthen partner security capacity to synchronize and sustain operations. These Army security cooperation activities enable other interorganizational coordination to build partner capacity for governance, economic development, essential services, rule of law, and other critical government functions.

統一行動的有效遂行須跨組織通力合作，以確保民眾、基礎設施的共同安全以及利益的維護。各任務夥伴間能量的建立，有賴於全面的參與跨組織活動，強化現存制度在安全確保、行政管理、經濟發展、基礎民生事務、法治及其他重要政府職能等方面的關鍵功能發揮。陸軍部隊整合戰力並組建部隊（其中包括特種作戰部隊），以支援整體戰力的建構，其手段主要係透過各類型的安全合作機制。在適當的政策、法律架構和各級權責單位支持下，陸軍為合作夥伴、機構及安全部門，扮演了維安戰力建構的主導地位。陸軍作戰部隊與特種部隊藉由向戰略夥伴之個人或單位提供訓練和諮詢，以協助其建構安全維護能力。陸軍戰力建構單位及特戰部隊藉著向戰略夥伴提供訓練與諮詢，協助其建置專業軍事教育體系、建軍機制及支援體系。各作戰部門、戰力建置部門及特種作戰部門共同協助夥伴建置專業、精實的安全維護能力，以滿足其參與同步、持續性的任務需求。這些軍隊安全合作活動，促使各組織間充分協調合作，以建立安全確保能力、行政管理運作能力，進而促進經濟發展、基礎民生事務發展、法治運作和政府其他重要職能運轉。

## C. CHARACTER OF THE THREAT

### 三、威脅的特性

Threats are not static or monolithic. Threats can arise from divergent interests or competition among states, groups, or organizations in an operational environment. While it is possible to anticipate characteristics of potential future conflict, dynamics of the operational variables preclude making completely accurate predictions about whom and where Army forces might fight. The most likely security threats that Army forces will encounter are best described as hybrid threats. A hybrid threat is the diverse and dynamic combination of regular forces, irregular forces, terrorist forces, criminal elements, or a combination of these forces and elements all unified to achieve mutually benefitting effects. Hybrid threats may involve nation-state adversaries that employ protracted forms of warfare, possibly using proxy forces to coerce and intimidate, or nonstate actors using operational concepts and high-end capabilities traditionally associated with nation-states.

威脅者並非僅限於靜態或單一的。威脅可能來自不同國家、團體或組織，在某一作戰環境中為爭取不同的利益所引起。雖然未來潛在的衝突特性是可預期的，然而詭譎的作戰變數卻無法使陸軍部隊精準地預測未來作戰對象或區域。陸軍未來最有可能面對的安全威脅將是一種複合式威脅。複合式威脅係正規部隊、非正規部隊、恐怖組織、罪犯集團，或因互利而串連的團體。民族國家型複合式威脅可能會採用持久作戰模式，或是運用第三方武裝勢力實施脅迫和恐嚇，而非國家型威脅則可能使用傳統的作戰理念或等同國家級的手段對我製造威脅。

Threats may use sophisticated weapons in specific niches to create or exploit vulnerabilities. Threats may organize themselves for operations over many months. They often work to secure the active support of other regional powers. In the theater of operations or homeland, threats may seek to disrupt U.S. activities through cyber attacks and terrorism.

威脅可能以精密武器作為製造或擴大我弱點的工具；在特定領域創造或利用安全間隙使用尖端武器；威脅可自行組織並執行長達數月的作戰。他們通常會盡力確保其他區域勢力所提供的積極支援。在作戰區裡或國土境內，威脅可能企圖利用網絡攻擊和恐怖主義危害美國國土安全。

Threats attempt to isolate and defeat U.S. tactical formations while avoiding battle under unfavorable conditions. They seek to be decisive by using tactical engagements to erode U.S. national or political commitment to the strategic purpose of the operation. Hybrid threats may choose to fight a protracted conflict in populated areas. Often they use people and urban settings to their advantage. They seek populations for refuge, for support, and to shield against attack and detection by U.S. forces. The theater of operations often contains more space and people than U.S. forces can directly control. Army leaders make risk mitigation decisions about where and how to employ their forces to achieve a position of relative advantage over the enemy without alienating or endangering noncombatants.

威脅會避免於不利的條件下戰鬥並試圖孤立和擊敗美國的軍事部署。他們會藉決定性的戰術接觸削弱美國對相關的國家或政府的戰略承諾。複合式威脅會選擇在人口稠集區持續衝突，常利用人群與城鎮形成其優勢，於人群中隱匿並尋求支援，以規避美軍的偵察與攻擊。作戰地區裡通常有無法直接掌握的廣大空間及人群。陸軍幹部應依據風險管控，適時、適地部署兵力，爭取在不傷及平民條件下之相對優勢。



The most challenging potential enemy comes in two forms. One form is a nonstate entity possessing weapons of mass destruction or other unique methods to challenge U.S. dominance by attacking public will. This enemy could lack a clearly defined organization or geographic location on which U.S. forces can focus. This enemy presents a formidable challenge for decisive operations.

最具挑戰性的潛在敵人有兩種，一種是擁有大規模毀滅性武器，或足以打擊美國社會國民意志的特殊手段。這類敵人或許並沒有明確的組織或特定的區域可讓美軍得以集中力量予以處置。此類敵人對決定方面作戰成敗，呈現嚴峻挑戰。

The other form is a nuclear-capable nation-state partnered with one or more nonstate actors through ideological, religious, political, or other ties. This enemy can employ advanced information technology, conventional military forces armed with modern equipment, and irregular forces at various levels of organization, training, and equipment. This enemy often retains control of conventional forces and operates irregular forces at various levels of autonomy, with some groups sharing only one or more objectives with the state actor. In some cases, defeating U.S. forces may be the only objective uniting the cooperating actors.

另一種類型的敵人是擁有核子武器的國家，與一個或多個非政府的個人或組織藉由意識形態、宗教、政治或其他關係結合而成。此類敵人將使用先進的資訊技術、配備現代化的常規軍事裝備，或以不同訓練、設備等級的非正規部隊型態組織呈現。此類敵人通常由正規部隊控制，具有不同程度的自主性，其理念有時不盡相同，然而在某些情況下，擊敗美軍可能是相關組織合作的唯一目標。

## FOUNDATIONS OF UNIFIED LAND OPERATIONS

### 第四章 統一陸上作戰之基礎

Unified land operations is the Army's warfighting doctrine. It is based on the central idea that Army units seize, retain, and exploit the initiative to gain a position of relative advantage over the enemy. This is accomplished through simultaneous combination of offensive, defensive, and stability operations that set conditions for favorable conflict resolution. The Army's two core competencies-combined arms maneuver and wide area security-provide the means for balancing the application of Army warfighting functions within the tactical actions and tasks inherent in offensive, defensive, and stability operations. It is the integrated application of these two core competencies that enables Army forces to defeat or destroy an enemy, seize or occupy key terrain, protect or secure critical assets and populations, and prevent the enemy from gaining a position of advantage. The philosophy of mission command-the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent-guides leaders in the execution of unified land operations. Unified land operations begins and ends with the exercise of collective and individual initiative to gain a position of advantage that degrades and defeats the enemy throughout the depth of the enemy's organization. The foundation of unified land operations is built on initiative, decisive action, and mission command-linked and nested through purposeful and simultaneous execution of both combined arms maneuver and wide area security-to achieve the commander's intent and desired end state.

《統一陸上作戰》係陸軍的作戰準則。基於它的核心理念，陸軍部隊爭取、確保及運用主動，以奪取相對於敵軍的有利優勢；併用攻勢、守勢和維穩等作戰方式，建立解決衝突的條件。陸軍的兩個核心能力是「聯合兵種戰鬥」與「廣域安全維護」，使陸軍在遂行攻勢、守勢、維穩作戰相關

戰術行動中，能均衡運用各種戰力。陸軍部隊正是藉由這兩個核心能力的綜合運用，擊敗或殲滅敵軍、奪取或控領關鍵地形、保護或維護關鍵資產和民眾，以及阻止敵軍獲得優勢地位。任務指揮(指揮官藉由作戰命令對各部隊指揮、指導，依據其作戰企圖爭取戰場主動)的哲學引領指揮官執行「統一陸上作戰」。「統一陸上作戰」的開始和結束都在個別或整體主動爭取相對有利態勢，以求深度削弱或擊敗敵軍。「統一陸上作戰」的基礎係建立在奪取主動優勢、「決定性行動」和「任務指揮」，有目標地同時執行聯合兵種戰鬥與廣域安全維護，以實現指揮官的作戰企圖和所望戰果。

## A. INITIATIVE

### 一、主動

To seize, retain, and exploit the initiative, Army forces strike the enemy, both lethally and nonlethally, in time, places, or manners for which the enemy is not prepared. To seize the initiative (setting and dictating the terms of action), Army forces degrade the enemy's ability to function as a coherent force. Leaders then prevent the enemy's recovery by retaining the initiative. They follow up with a series of actions that destroy enemy capabilities, seize decisive terrain, protect populations and critical infrastructure, and degrade the coherence of the enemy force. Leaders continue to exploit the initiative until they place the enemy in a position that disables any ability to coherently employ military capability. This continued resistance can only lead to the physical destruction of the enemy military potential and the exposure of the enemy's sources of power to imminent destruction or capture. These are typically the military conditions required for the termination of a conflict on favorable terms. From the enemy's point of view, U.S. operations must be rapid, unpredictable, and disorienting.

陸軍部隊藉運用致命性或非致命性手段奪取、確保及擴大主動優勢，對敵軍達到出其不意、攻其不備之效果。為奪取主動優勢，創造有利態勢，陸軍部隊以團結一致之姿來削弱敵之統合戰力。指揮官藉由掌控主動，阻敵恢復戰力，採取一系列行動，如摧毀敵軍的戰力、奪取地形要點、確保人民和重要的基礎設施以奪取主動優勢，以及削弱敵統合戰力等。指揮官持續掌控並運用戰場主動優勢，直到敵軍無法有效及連貫地採取任何軍事行動。持續地壓迫可破壞敵潛在戰力，迫其暴露後續支援戰力，進而將其迅速捕殲。此為以優勢軍事力量解決衝突的方式。從敵軍的角度來看，美軍的行動必須是快速、不可預測且難以掌握。

## B. DECISIVE ACTION

### 二、決定性行動

Army forces conduct decisive and sustainable land operations through the simultaneous combination of offensive, defensive, and stability operations (or defense support of civil authorities) appropriate to the mission and environment. Army forces conduct regular and irregular warfare against both conventional and hybrid threats. Offensive operations are operations conducted to defeat and destroy enemy forces and seize terrain, resources, and population centers. They include movement to contact, attack, exploitation, and pursuit. Defensive operations are operations conducted to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive and stability tasks. These operations include mobile defense, area defense, and retrograde. Stability operations are military missions, tasks, and activities conducted outside the United States to maintain or reestablish a safe and secure environment and to provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. They include five tasks: establish civil security, establish civil control, restore essential services, support



to governance, and support to economic and infrastructure development. Homeland defense and defense support of civil authorities represent Department of Defense support to U.S. civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events. They include the tasks: provide support for domestic disasters; provide support for domestic chemical, biological, radiological, nuclear, and high-yield explosives incidents; provide support for domestic civilian law enforcement agencies; and provide other designated support.

陸軍部隊為因應任務和環境的不同，併用攻勢、守勢及維穩(安定)作戰(或對政府之國防支援)，遂行地面決定性和持久性的軍事行動，並以正規或非正規手段對付傳統和複合式威脅。攻勢作戰主要是以擊敗並摧毀敵軍有生力量、奪取地形要點、重要資源和確保民事重心為目的。其中包括接敵行動、攻擊、擴張戰果和追擊；守勢作戰主要以挫敗敵軍進攻、爭取時間、節約戰力，並開展進攻和維穩任務之有利態勢，其中包括機動防禦、陣地防禦、轉進等；維穩作戰是在美國本土以外進行的軍事任務或行動，目的在保持或重建一個安全環境，並提供當地政府必要的行政協助、緊急基礎設施重建、人道援助等。其中包括以下五項工作：建立社會安全、社會秩序控制、恢復基本民生服務、協助政府運作、協助經濟和基礎設施的發展。國土防衛和政府之防衛支援等任務，係指國防部支援美國國內的緊急事件、法治維護和國內其他任務支援，或針對核准的特殊事件予以協助處理，其任務包括國內災害援助協處、國內化生核事件應變、大型爆炸事件協處、支援國內執法機構，及相關其他指定的支援任務。

### C. ARMY CORE COMPETENCIES

#### 三、陸軍部隊核心能力

Combined arms maneuver and wide area security provide the means for balancing the application of the elements of combat power within tactical actions and tasks associated with offensive, defensive, and stability operations. Combined arms maneuver is the application of the elements of combat power in unified action to defeat enemy ground forces; to seize, occupy, and defend land areas; and to achieve physical, temporal, and psychological advantages over the enemy to seize and exploit the initiative. It exposes enemies to friendly combat power from unexpected directions and prevents an effective enemy response. Wide area security is the application of the elements of combat power in unified action to protect populations, forces, infrastructure, and activities; to deny the enemy positions of advantage; and to consolidate gains in order to retain the initiative. Offensive, defensive, and stability operations each requires a combination of combined arms maneuver and wide area security; neither core competency is adequate in isolation. While an individual tactical action may be predominately characterized as reflecting either combined arms maneuver or wide area security, campaigns and operations invariably combine both core competencies. For example, an offensive operation often features wide area security employed as an economy of force measure, allowing for the concentration of combat power for combined arms maneuver.

「聯合兵種戰鬥」與「廣域安全維護」係為戰術行動中各項戰力元素的運用，以及有關攻勢、守勢及維穩作戰等戰術綜合應用之具體表現。「聯合兵種戰鬥」是指在統一行動架構中，綜和運用各項戰力，以擊潰敵地面部隊戰力、奪占並防禦特定區域，以獲致某一時段中，實質及心理優勢特定時期和精神上的具體作戰優勢，進而奪取、並擴大主動優勢。它不僅使敵暴露於無法預期的我軍戰力下，並有效阻止其反應作為。「廣域安全維護」是統一作戰行動中運用戰力，以保護平民百姓、我軍部隊、基礎設施及相關活動；阻礙敵取得有利態勢；以及確保既有戰果，以利持續保有主動優勢。攻勢作戰、守勢作戰與維穩作戰需要與「聯合兵種戰鬥」與「廣域安全維護」密切結合，

而所有的核心能力均必須統一與整合。個別的戰術行動主要反映在「聯合兵種戰鬥」與「廣域安全維護」上，而執行戰爭和作戰任務時，則勢必結合兩者。例如：一個攻擊行動往往採用「廣域安全維護」以達到節約兵力的考量，使戰力集中於「聯合兵種戰鬥」方面。

#### D. MISSION COMMAND

##### 四、任務指揮

When applying the Army's core competencies, Army leaders are guided by the mission command philosophy—the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations. The ability of Army forces to combine its core competencies into a fluid mix of offensive, defensive, and stability operations depends on a philosophy of command that emphasizes broad mission-type orders, individual initiative within the commander's intent, and leaders who can anticipate and adapt quickly to changing conditions.

當運用陸軍的核心能力時，陸軍幹部基於「任務指揮」理念之指導，藉任務命令以履行其指揮權責，並在上級指揮官作戰企圖下保持積極主動精神，使其在執行「統一陸上作戰」任務時具備迅捷與彈性之能力。陸軍部隊應用其陸軍核心能力密切整合在攻勢、守勢及維穩等作戰行動上，並強調以任務式命令以及上級指揮官作戰企圖保持積極主動精神，以體現指揮官快速應變能力之指揮哲學基礎。

### TENETS OF UNIFIED LAND OPERATIONS

#### 統一陸上作戰之理念

Unified land operations describes the Army's approach to generating and applying combat power in campaigns and operations. A campaign is a series of related major operations aimed at achieving strategic and operational objectives within a given time and space (JP 5-0). An operation is a military action, consisting of two or more related tactical actions, designed to achieve a strategic objective, in whole or in part. A tactical action is a battle or engagement, employing lethal or nonlethal actions, designed for a specific purpose relative to the enemy, the terrain, friendly forces, or other entity. Tactical actions include widely varied activities such as an attack to seize a piece of terrain or destroy an enemy unit, the defense of a population, and the training of other militaries to assist security forces as part of building partner capacity. Army operations are characterized by flexibility, integration, lethality, adaptability, depth, and synchronization.

「統一陸上作戰」說明陸軍遂行戰役與作戰時，如何構建及運用戰力。「戰役」為一至數個會戰所構成，主在所賦予之時間和空間內達成戰略與作戰目標(JP 5-0)。「作戰」係指為達成全般或部分戰略目標，所遂行的數個戰術行動。戰術行動乃是為達成與敵人、地形、友軍或其他類似有關的特定目的，以致命性或非致命性手段遂行的接敵或戰鬥。戰術行動相當多樣性，如攻擊、奪取一處地形、消滅敵軍；或保護平民百姓，為合作夥伴訓練建軍。陸軍作戰特性是彈性、整合性、致命性、適應性、縱深性、同步性。

#### A. FLEXIBILITY

##### 一、彈性



To achieve tactical, operational, and strategic success, commanders seek to demonstrate flexibility in spite of adversity. They employ a versatile mix of capabilities, formations, and equipment for conducting operations. Commanders enable adaptive forces through flexibility, collaborative planning, and decentralized execution. They use mission command to achieve maximum flexibility and foster individual initiative. The capability to act quickly enhances flexibility and adaptability across the range of military operations. The Army requires flexibility in thought, plans, and operations to be successful in unified land operations.

指揮官為了爭取在戰術、作戰和戰略上的成功，即使在逆境中亦應展現無比的彈性。指揮官應靈活編組其戰力、部隊、裝備以遂行作戰，經由彈性、統一計畫、分權執行、培養部隊適應力；以任務式指揮達到最大彈性，激發個別主動；以快速反應的能力增強全方位作戰的彈性與適應力。陸軍更需要在思維與計畫作為上保持彈性，「統一陸上作戰」方能成功遂行。

## B. INTEGRATION

### 二、整合性

Army forces do not operate independently but as a part of a larger joint, interagency, and frequently multinational effort. Army leaders are responsible for integrating Army operations within this larger effort. Integration involves efforts to exercise inform and influence activities with joint, interagency, and multinational partners as well as efforts to conform Army capabilities and plans to the larger concept. Army leaders seek to use Army capabilities to complement those of their joint, interagency, and multinational partners. These leaders depend on those partners to provide capabilities that supplement or are not organic to Army forces. Effective integration requires creating shared understanding and purpose through collaboration with all elements of the friendly force.

陸軍部隊鮮少獨立運作，通常屬於聯合作戰、跨部會以及多國聯盟作戰的一部分。陸軍幹部肩負全般作為相整合之責。整合作為包括與聯合部隊、跨部會、多國合作夥伴之溝通，依據本身能力及全般構想策定本身計畫，充分支持聯合部隊、跨部會、多國夥伴，同時也從這些夥伴獲得本身建制以外的支援能量。有效的整合必須與各友軍密切合作，創建對狀況之共同認知及共同目標。

## C. LETHALITY

### 三、致命性

The capacity for physical destruction is fundamental to all other military capabilities and the most basic building block for military operations. Army leaders organize, equip, train, and employ their formations for unmatched lethality under a wide range of conditions. Lethality is a persistent requirement for Army organizations, even in conditions where only the implicit threat of violence suffices to accomplish the mission through nonlethal engagements and activities. The capability for the lawful and expert application of lethal force builds the foundation for effective offensive, defensive, and stability operations.

實質摧毀的力量乃是所有軍事力量的基礎，也是軍事作戰最基本的部分。陸軍幹部負責在各種條件下編組、裝備、訓練，並運用其部隊，發揮最大殺傷力；即便任務不一定都需要以致命性手段達成，殺傷力仍是陸軍不變的要求。合法、專業地運用軍隊的殺傷力，是有效執行攻勢、守勢與維穩等作戰的基礎。

#### D. ADAPTABILITY

##### 四、適應性

Army leaders accept that no prefabricated solutions to tactical or operational problems exist. Army leaders must adapt their thinking, their formations, and their employment techniques to the specific situation they face. This requires an adaptable mind, a willingness to accept prudent risk in unfamiliar or rapidly changing situations, and an ability to adjust based on continuous assessment. Perhaps equally important, Army leaders seek to deprive the enemy of the ability to adapt by disrupting communications, forcing the enemy to continually react to new U.S. operations, and denying the enemy an uncontested sanctuary, in space or time, for reflection. Adaptability is essential to seizing, retaining, and exploiting the initiative based on relevant understanding of the specific situation. For example, Army leaders demonstrate adaptability while adjusting the balance of lethal and nonlethal actions necessary to achieve a position of relative advantage and set conditions for conflict resolution within their area of operations.

戰術或作戰問題是沒有現成解決方案的。因此，陸軍幹部應針對所面對的狀況，調整其思維、部署、技巧，以具備適應性的思考，因應不確定或快速變化的狀況下，勇於承擔經過深思熟慮後的風險並能隨時依狀況發展的評估進行修正。同時致力於瓦解敵之通信，迫使敵不斷追隨我軍行動，並在某一時空難以遁形。基於對特定狀況的瞭解，適應力係奪取、確保、擴大主動權的重要因素。例如：適切併用致命及非致命性手段，爭取優勢地位，並開創在作戰地區內解決衝突之有利機勢。

Adaptation requires an understanding of the operational environment. While impossible to have a perfect understanding, Army leaders make every effort to gain and maintain as thorough an understanding as possible given the time allowed. They also use the Army's information networks to share their understanding. Understanding a specific situation requires interactive learning-intentionally and repeatedly interacting with the operational environment so to test and refine multiple hypotheses. Army leaders expand their understanding of potential operational environments through broad education, training, personal study, and collaboration with interagency partners. Rapid learning while in combat depends on life-long education, consistent training, and study habits that leaders had prior to combat.

適應力有賴於對作戰環境的充分瞭解。但因瞭解程度永難完備，所以，陸軍幹部應盡一切所能，在有限時間內儘量深入，更應利用陸軍資訊網絡分享資源。對特定狀況的瞭解需要互動性學習，經由特意或透過與作戰環境反覆互動，檢驗設定之假定事項並適時予以修正。陸軍幹部透過廣泛的教育、訓練、自我學習與跨部會夥伴合作，拓展其對潛在作戰環境之瞭解。在戰鬥中快速學習的能力，有賴於幹部在非戰鬥時期所作的終生學習、持續的訓練及研究習慣。

#### E. DEPTH

##### 五、縱深性

Depth is the extension of operations in space, time, or purpose. Army leaders strike enemy forces throughout their depth by arranging activities across the entire operational framework to achieve the most decisive result. They do this to prevent the effective employment of enemy reserves, command and control nodes, logistics, and other capabilities both in and out of direct contact with friendly forces. Unified land operations achieves the best results when the enemy must cope with U.S. actions throughout its entire physical, temporal, and organizational depth.

縱深乃是作戰空間、時間、目的之延伸。陸軍幹部在全般作戰架構中縱深安排其作為打擊敵



人，以獲得決定性戰果。接敵後，阻敵有效運用其預備隊、指管節點、後勤及其他戰力。當敵在實質上、時間上、組織上全縱深受我左右，統一陸上作戰就能獲得最大的戰果。

Concurrently, Army leaders seek to build depth within their own organizations and operations in space, time, and resources. Employing security forces and obstacles, maintaining reserves, conducting continuous reconnaissance, and managing the tempo of an operation illustrate building depth within the friendly force. Given the Army's unique capacity for sustained land combat, Army leaders must ensure the resiliency of their organizations-the ability to apply lethal and nonlethal actions relentlessly for extended periods over extended areas-including rear areas, in the face of friendly casualties and a determined, adaptive enemy. Operating in depth makes Army forces resilient over protracted periods, a prerequisite for sustained land combat.

陸軍幹部同時致力在其組織及作戰的時、空、資源上建立縱深。運用警戒部隊及阻絕設施、預備隊不斷的偵察、與友軍協調配合之作戰節奏，以建立擴及友軍的作戰縱深。基於陸軍持續遂行陸上作戰的獨有能力，幹部必須確保其組織的韌性，面對頑強多變的敵人，即使前方、後方，蒙受重大傷亡，仍能長時間、廣區域，採取無情的致命及非致命行動。縱深作戰使陸軍能長時間保持韌性，也是地面遂行持續作戰的先決條件。

## F. SYNCHRONIZATION

### 六、同步性

Synchronization is the arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time (JP 2-0). It is the ability to execute multiple, related, and mutually supporting tasks in different locations at the same time, producing greater effects than executing each task in isolation. For example, in a tactical action, the synchronization of intelligence collection, obstacles, direct fires, and indirect fires results in the destruction of an enemy formation. In an operation, the synchronization of forces employed along multiple lines of operations temporarily disrupts the enemy organization and allows for exploitation. Information networks greatly enhance the potential for synchronization by-

- \* Allowing commanders to more quickly understand their operational environments and communicate their intents.

- \* Allowing subordinate and adjacent units to use their common understanding of the operational environment and commander's intent, in conjunction with their own initiative, to synchronize actions with those of other units without direct control from the higher headquarters.

同步乃訂定各軍事行動的時間、空間、作戰目的，以產生最大相關戰鬥力於決定性時間與地點 (JP 2-0)；也就是在不同地點，同時遂行多重、相關且相互支援任務的能力。其結果當遠較各自遂行互不相關任務更佳。例如：在戰術行動中，同步實施情報蒐集、阻絕設置、直射及曲射火力，方能消滅敵部隊；在作戰中，沿不同作戰線同步用兵，敵人一經挫敗，即可趁勢擴張戰果。資訊網絡可以大幅增強下列同步化的程度：

- \* 指揮官得以更迅速掌握作戰環境，並傳達其作戰企圖。

- \* 下級與鄰接部隊可以迅速瞭解作戰環境及指揮官企圖，加上本身的主動做為，可以在沒有上級直接管制下，亦能同步採取行動。

Information networks do not guarantee synchronization; however, they provide a powerful tool for leaders to use in synchronizing their efforts. Commanders determine the degree of centralized control necessary to synchronize their operations.

資訊網絡本身不能保證產生同步效果，卻是可以幫助指揮官增進同步化的工具，指揮官根據同步化需要，決定集權或分權指揮的程度。

Although synchronization does not always equate to simultaneity, Army leaders have a clear preference for operations that overwhelm the enemy through simultaneous or near-simultaneous actions. When military forces integrate such actions with the actions of interagency and multinational partners, the results can overwhelm the enemy.

雖然同步並不永遠等於同時，但陸軍幹部通常傾向採用「同時」或「近乎同時」的行動來壓倒敵人。當部隊有效與跨部會、多國夥伴的行動相整合，必能全面擊潰敵人。

## OPERATIONAL ART 作戰藝術

Operational art is the pursuit of strategic objectives, in whole or in part, through the arrangement of tactical actions in time, space, and purpose. Hypothetically, military forces might accomplish a strategic objective through a single tactical action, eliminating the need for operational art. In reality, the scale of most modern conflicts and the ability of enemy forces to retain their operational capacity-even in the face of significant tactical defeats-make this an exceptionally rare event. Creating the military conditions necessary for the termination of conflict on favorable terms almost always requires many tactical actions. The effective arrangement of military conditions in time, space, and purpose is the task of operational art.

作戰藝術乃是將各項戰術行動的時、空及作戰目的適切安排，追求全部或部分戰略目標。如果軍隊可能經過單一的戰術行動，而能達成戰略目標，就不需作戰藝術。事實上，當前絕大多數的軍事衝突，從衝突的規模、敵之作戰能力、作戰意志看，能一戰而勝者鮮為少見。要創造解決衝突的必要軍事條件，往往需要遂行多項戰術行動。而如何在時間、空間、作戰目的之間作有效安排，就是作戰藝術的表徵。

Operational art is not associated with a specific echelon or formation, nor is it exclusive to theater and joint force commanders. Instead, it applies to any formation that must effectively arrange multiple, tactical actions in time, space, and purpose to achieve a strategic objective, in whole or in part. In an environment of major combat, a division might be given a series of missions, such as "seize this piece of terrain" or "destroy this enemy formation." Each mission requires only a single tactical action, and the commander employs tactics to accomplish each. In a stability operation, conversely, the same division might be given responsibility for an area of operations for an extended period, tasked to create a "safe and secure environment." This mission requires the commander to sequence a series of tactical actions over time and space, and it requires the application of operational art.

作戰藝術既非侷限於某一特定部隊層級或部隊，也不專屬於作戰及聯合部隊指揮官。相反地，



任何層級部隊都應該在特定的時間、空間、作戰目的上，有效率安排各項戰術行動，以達全部或部分戰略目標。在重大的作戰環境中，一個師級部隊可能被賦予一系列的任務，例如「奪取某一地形」或「消滅敵部隊」。每一任務需要採取一項戰術行動去完成，指揮官則需要運用戰術分別予以達成。在維穩作戰中，該師可能長時間被賦予在某一地區作戰，負責開創「安全與確保環境」的任務；此時指揮官就需要運用戰術藝術，在某一時、空遂行一系列有連貫性的戰術行動。

Operational art is how commanders balance risk and opportunity to create and maintain the conditions necessary to seize, retain, and exploit the initiative and gain a position of relative advantage while linking tactical actions to reach a strategic objective. It requires commanders who understand their operational environment, the strategic objectives, and the capabilities of all elements of their force. These commanders continually seek to expand and refine their understanding and are not bound by preconceived notions of solutions.

作戰藝術乃是指揮官如何從危機與風險中取得平衡，以各種戰術行動創造並保持爭取、維持、擴大戰場主動的必要條件。以爭取相對優勢，達成戰略目標。故指揮官必須瞭解其作戰環境、戰略目標及所屬各部隊的作戰能力，而且應不斷予以加強及修正，絕不墨守於先入為主的成見。

## OPERATIONS STRUCTURE

### 作戰結構

The operations structure is the Army's common construct for operations. It allows Army leaders to organize effort rapidly and effectively in a manner commonly understood across the Army. The operations process provides a broadly defined approach to developing and conducting operations. The operational framework provides Army leaders with some basic conceptual options for visualizing and describing operations. The warfighting functions serve as an intellectual organization for common critical functions.

作戰結構是陸軍作戰的通用建構，使陸軍幹部能以全軍通用的方式快速、有效編組所有戰力。作戰程序乃是整備並遂行作戰的方法；作戰架構則為幹部提供若干基本概念用以透視與描述作戰；戰鬥功能乃是一個智能組織的共同重要功能。

## A. OPERATIONS PROCESS

### 一、作戰程序

The operations process is a commander-centric activity, informed by the mission command approach to planning, preparing, executing, and assessing military operations. These activities may be sequential or simultaneous. In fact, they are rarely discrete and often involve a great deal of overlap. Commanders use the operations process to drive the conceptual and detailed planning necessary to understand, visualize, and describe their unique operational environment; make and articulate decisions; and direct, lead, and assess military operations.

作戰程序是以指揮官為核心，以任務指揮為導向，遂行計畫作為、準備、執行、評估各項作戰行動。這些行動可能逐一依序進行，也可能同時進行。很難區分清楚，且經常相互重疊。指揮官運用作戰程序，讓作戰概念與必要的細節計畫變得易懂、可見，並能說明獨特的作戰環境，下達明確

的決心，指導、引領、評估作戰。

## (1)Planning

### (一)計畫作為

Planning is the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing about that future. Planning consists of two separate but closely related components: a conceptual component and a detailed component. Successful planning requires integrating both these components. Army leaders employ three methodologies for planning after determining the appropriate mix based on the scope of the problem, their familiarity with it, and the time available.

計畫作為乃是瞭解狀況、明示對未來期望，並擘劃達成未來期望的方法，既是藝術，也是科學。計畫包含兩項分離但卻彼此相當密切的部分——概念性與細節部分。成功的計畫必須將兩者相整合。陸軍幹部根據問題範圍、對問題的瞭解程度、可用時間，運用三種方式進行計畫作為。

The Army design methodology is a methodology for applying critical and creative thinking to understand, visualize, and describe unfamiliar problems and approaches to solving them. While useful as an aid to conceptual thinking about unfamiliar problems, leaders integrate this methodology with the detailed planning typically associated with the military decisionmaking process to produce executable plans.

陸軍設計方法論乃是應用批判性思考及創造性思考，以瞭解、透視、說明不熟悉的問題，並設法解決它。陸軍幹部綜合運用此一方法論，對不熟悉的問題形成概念後，通常根據軍事決策程序進行細節計畫作為，完成可行的計畫。

The military decisionmaking process (MDMP) is an iterative planning methodology. It integrates the activities of the commander, staff, subordinate headquarters, and other partners to understand the situation and mission; develop, analyze, and compare courses of action; decide on a course of action that best accomplishes the mission; and produce an operation order or order for execution. The MDMP applies both conceptual and detailed approaches to thinking but is most closely associated with detailed planning. For unfamiliar problems, executable solutions typically require integrating the design methodology and the MDMP.

軍事決策程序是一套反覆運行的計畫作為方法。將指揮官、幕僚、下級部隊指揮所以及合作夥伴的各項行動加以整合，讓所有人瞭解狀況與任務，同時擬定作戰命令或執行命令。軍事決策程序可以應用在概念與細節計畫作為的思考上，但通常以計畫作為居多。針對不熟悉的問題，通常需要將設計方法與軍事決策程序兩者併用，方能得出可行的解決方案。

Troop leading procedures are a dynamic process used by small-unit leaders to analyze a mission, develop a plan, and prepare for an operation. Troop leading procedures are heavily weighted in favor of familiar problems and short time frames and typically not employed in organizations with staffs.

部隊指揮程序是一種動態的程序，適用於小部隊指揮官任務分析、擬訂計畫、準備作戰。部隊指揮程序較適合於在短時間內解決熟悉的問題，而較不適用在有幕僚的組織上。



## (2)Preparation

### (二) 準備

Preparation consists of activities that units perform to improve their ability to execute an operation. Army forces cannot train for every possible mission; they prepare for decisive action with emphasis on the most likely mix of tasks.

作戰準備包含部隊為提升執行作戰能力的所有行動。陸軍部隊無法針對所有可能的任務實施訓練，只能將重點放在決定性行動最可能出現的各項任務實施訓練。

## (3)Execution

### (三) 執行

Execution puts a plan into action by applying combat power to accomplish the mission and using situational understanding to assess progress and make execution and adjustment decisions.

執行乃是運用戰力將計畫付諸行動以達成任務，同時運用對狀況的瞭解去評估作戰進展並適時修正決心。

## (4)Assessment

### (四) 評估

Assessment is continuously monitoring and evaluating the current situation and the progress of an operation.

評估乃是對當前狀況及作戰進展進行的持續監控與評鑑。

## B. OPERATIONAL FRAMEWORK

### 二、作戰架構

Army leaders are responsible for clearly articulating their concept of operations in time, space, purpose, and resources. An established framework and associated vocabulary assist greatly in this task. Army leaders are not bound by any specific framework for conceptually organizing operations, but three have proven valuable in the past. Leaders often use these conceptual frameworks in combination. For example, a commander may use the deep-close-security framework to describe the operation in time and space, the decisive-shaping-sustaining framework to articulate the operation in terms of purpose, and the main and supporting efforts framework to designate the shifting prioritization of resources. These operational frameworks apply equally to tactical actions in the area of operations.

陸軍幹部有責任清楚表達其作戰構想的時間、空間、目的及資源，以現有的架構及相關詞彙有助於其表達，基於概念主導作戰，因此，陸軍幹部不一定要被此一架構所侷限，但此一架構確歷經驗證，幹部通常綜合運用這種架構。例如：指揮官可運用縱深—近接—警戒架構，來說明作戰的時、空；用決戰—形塑—持續架構，來說明作戰目的；用主要—支援作為架構，來說明資源分配優先順序之轉移。這些作戰架構同樣可以運用在作戰地區的各類戰術行動。

## (1)Area of Operations

### (一) 作戰地區

An area of operations is an operational area defined by the joint force commander for land and maritime forces that should be large enough to accomplish their missions and protect their forces (JP 3-0). Area of operations also refers to areas assigned to Army units by higher headquarters. The Army or land force commander is the supported commander within an area of operations designated by the joint force commander for land operations. Within their areas of operations, commanders integrate and synchronize maneuver, fires, and interdiction. To facilitate this integration and synchronization, commanders have the authority to designate targeting priorities and timing of fires.

作戰地區為聯合作戰指揮官所賦予陸上與海上部隊之作戰範圍，惟須有足以達成任務與防護其部隊安全的空間 (JP 3-0)。陸軍部隊的作戰地區也由其上級指揮部所律定。聯戰部隊指揮官指定的作戰區域內遂行陸上作戰的陸軍或部隊指揮官扮演支援的角色。在此一作戰地區內，戰鬥、火力、阻絕等行動，均受該作戰地區指揮官整合，並促使其同步運作；為強化及整合其同步功能，該指揮官有權決定目標優先順序及火力運用時機。

## (2)Area of Interest

### (二)利害地區

An area of interest is that area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory. This area also includes areas occupied by enemy forces who could jeopardize the accomplishment of the mission (JP 3-0).

利害地區乃指揮官所關切的地區，包括作戰地區及鄰接區，並延伸至敵軍控制地區，其範圍涵括所有可能影響我任務達成的地區(JP 3-0)。

## (3)Deep-Close-Security

### (三)縱深－近接－警戒

The deep-close-security framework has historically been associated with a terrain orientation but can be applied to temporal and organizational orientations as well.

縱深－近接－警戒架構，歷來都與地形有關，但也可以運用在時間與組織上。

Deep operations involve efforts to disrupt uncommitted enemy forces. The purpose of deep operations frequently ties to other events distant in time and space. Deep operations might aim to disrupt the movement of operational reserves or prevent the enemy from employing long-range cannon or rocket fires. In an operational environment where an enemy recruits insurgents from within a population, deep operations might focus on interfering with the recruiting process, disrupting the training of new recruits, or eliminating the underlying factors that enable the enemy to recruit.

縱深作戰牽涉到對敵尚未投入的部隊實施打擊。其作戰目的通常與時間、距離均有差異的其他行動相結合。縱深作戰或許旨在阻止敵之預備隊運動，或阻止敵長程火炮或火箭之運用。在敵人從群眾中招募恐怖分子的作戰環境中，縱深作戰可能將重點置於干擾其招募作為，破壞其對新招募成員之訓練或消除導致群眾接受招募的潛在因素。

Close operations involve efforts to have immediate effects with committed friendly forces-potentially



in direct contact with enemy forces-to include enemy reserves available for immediate commitment. For example, close operations might aim to destroy an enemy force, seize a piece of terrain, disrupt an insurgent cell, or secure a local population.

近接作戰牽涉到對我投入部隊產生立即效果的作為，通常與敵第一線及能立即投入戰鬥的預備隊直接交戰。以消滅敵有生戰力、奪取地形的某一部分、破壞恐怖分子巢穴、或確保當地居民安全。

Security operations involve efforts to provide early and accurate warning of enemy operations, provide the force with time and maneuver space within which to react to the enemy, protect the force from surprise, and develop the situation so the commander can effectively use the force. Security operations include necessary actions to retain freedom of action and ensure uninterrupted support or sustainment of all other operations. Security operations may require the commitment of significant combat power.

警戒作戰牽涉到提供敵行動精確的早期預警，為準備採取行動的部隊爭取時間及戰鬥空間，保障部隊不致遭受奇襲，掌握狀況使指揮官能有效用兵。警戒作戰包含保持行動自由並確保支援不虞中斷、使其他所有作戰得以持續的所有必要作為。警戒作戰可能會投入相當規模的戰力。

#### (4)Decisive-Shaping-Sustaining

#### (四) 決戰－形塑－持續

The decisive-shaping-sustaining framework lends itself to a broad conceptual orientation.

決戰－形塑－持續架構具有相當廣泛的概念性導向。

Decisive operations lead directly to the accomplishment of a commander's purpose. Commanders typically identify a single decisive operation, but more than one subordinate unit may play a role in the decisive operation. Commanders may combine the decisive-shaping-sustaining framework and the deep-close-security framework when this aids in visualizing and describing the operation. The decisive operation need not be a close operation.

決戰乃在直接完成指揮官目標。指揮官通常決定實施一項決戰行動，但由一個以上的下級部隊共同執行。指揮官透視及說明作戰時，可能併用決戰－形塑－持續架構與縱深－近接－安全架構，決戰並不必然是近接作戰。

Shaping operations create and preserve conditions for the success of the decisive operation. Commanders may designate more than one shaping operation.

形塑作戰在於創造並保持決戰的條件。指揮官可指定一個以上的形塑作戰。

Sustaining operations enable the decisive operation or shaping operation by generating and maintaining combat power.

持久作戰為決戰及形塑作戰建置並維持戰力。

## (5) Main and Supporting Efforts

### (五) 主要與次要性作為

The main and supporting efforts framework, more simplistic than other organizing frameworks, focuses on prioritizing effort among subordinate units. Therefore, commanders can employ it with either the deep-close-security framework or the decisive-shaping-sustaining framework.

主要與次要性作為架構比其他架構簡單，重點放在如何設定下級部隊的優先順序。因此，指揮官可以將其運用在「決戰—形塑—持續」架構中。

The main effort is the designated subordinate unit whose mission at a given point in time is most critical to overall mission success. It is usually weighted with the preponderance of combat power. Typically, the main effort shifts one or more times during execution.

賦予主要作為的下級部隊，是在某一時段達成全般任務在指定的時間最重要的部隊，此一部隊通常賦予較優勢的戰力。

Supporting efforts are designated subordinate units with missions that support the success of the main effort.

賦予次要性作為的部隊，其任務在於協助主作戰成功。

## C. WARFIGHTING FUNCTIONS

### 三、戰鬥功能

A warfighting function is a group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish missions. The Army's warfighting functions are fundamentally linked to the joint functions.

戰鬥功能乃是指揮官達成任務所需一系列工作及任務(人員、組織、資訊、程序)，以共同目的加以整合。陸軍戰鬥功能基本上與聯合作戰功能相連接。

## (1) Mission Command

### (一) 任務指揮

The mission command warfighting function develops and integrates those activities enabling a commander to balance the art of command and the science of control. This fundamental philosophy of command places people, rather than technology or systems, at the center. Under this philosophy, commanders drive the operations process through their activities of understand, visualize, describe, direct, lead, and assess. They develop teams, both within their own organizations and with joint, interagency, and multinational partners. Commanders inform and influence audiences, inside and outside their organizations. The commander leads the staff's tasks under the science of control. The four primary staff tasks are conduct the operations process (plan, prepare, execute, and assess); conduct knowledge management and information management; conduct inform and influence activities; and conduct cyber electromagnetic activities.

任務指揮的理念乃以「人」為中心，將作戰藝術與管制科學相輔相成。故指揮官經由瞭解、



透視、描述、指導、引領、評估等作為推動作戰程序。指揮官在其組織內與聯合部隊、跨部會、多國合作夥伴設立，助其傳遞信息並影響其組織內外的團隊，指揮官運用管制科學領導幕僚的主要作業，其主要內容包括作戰程序(計畫、準備、執行、評估)、知識管理與資訊管理、信息傳遞與影響、網路與電磁作為。

## (2) Movement and Maneuver

### (二) 運動與戰鬥

The movement and maneuver warfighting function is the related tasks and systems that move and employ forces to achieve a position of relative advantage over the enemy and other threats. Direct fire and close combat are inherent in maneuver. This function includes tasks associated with force projection related to gaining a positional advantage over the enemy.

運動與戰鬥乃是藉由部隊運動與部署爭取相關優勢的行動與系統。通常以直射火力與近戰為主。實施兵力投射時，常以爭取優勢地位。

## (3) Intelligence

### (三) 情報

The intelligence warfighting function is the related tasks and systems that facilitate understanding the enemy, terrain, and civil considerations. It includes the synchronization of collection requirements with the execution of tactical tasks such as reconnaissance, surveillance, and related intelligence operations. This warfighting function includes specific intelligence and communication structures at each echelon.

情報作戰功能乃是加強對敵情、地形、民情瞭解，所採之相關行動與系統運用。包括執行戰術任務必須予以同步的各項情蒐需求，如偵察、監視及相關情報作為。本功能包含各階層的特殊情報及通訊架構。

## (4) Fires

### (四) 火力

The fires warfighting function is the related task and systems that provide collective and coordinated use of Army indirect fires, air and missile defense, and joint fires through the targeting process.

火力乃是經由「目標處理程序」相關的行動與系統運用，整合陸軍曲射火力、空中火力、飛彈防禦、聯合火力等，以提供具協調性之旺盛火力。

## (5) Sustainment

### (五) 持續力

The sustainment warfighting function is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. The endurance of Army forces is primarily a function of their sustainment. Sustainment determines the depth and duration of Army operations. It is essential to retaining and exploiting the initiative.

持續力乃藉戰鬥與勤務支援，確保行動自由、擴張戰果、延續部隊戰力，所運用之相關行動

與系統。戰力延續是持續力的重要部分。持續力決定作戰縱深，也是保持並擴大戰場主動的基本要素。

## (6)Protection

### (六)防護力

The protection warfighting function is the related tasks and systems that preserve the force so the commander can apply maximum combat power to accomplish the mission. Preserving the force includes protecting personnel (friendly combatants and noncombatants) and physical assets of the United States, host-nation, and multinational military and civilian partners.

防護乃是藉由戰力保存，使指揮官得以投入最大戰力達成任務所需之相關行動與系統。戰力保存包括人員(含友軍戰鬥與非戰鬥人員)的保存，及實體資產的保存(含美國、地主國、多國之軍、民所有者)。

## CONCLUSION

### 結 論

ADP 3-0, Unified Land Operations, updates the operating concepts from earlier doctrine to reflect the conditions of the operational environment. Unified land operations is not a new operating concept. It represents the current expression of the proven formula for success: seize, retain, and exploit the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability or defense support of civil authorities operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution.

ADP 3-0《統一陸上作戰》更新了以往準則的作戰概念，以反映當前作戰環境的景況。「統一陸上作戰」並非新的作戰概念，而是以現行的方式表達經過驗證的成功定則：爭取、確保、擴大主動權，同步運用攻勢、守勢及維穩等作戰方式或對政府提供防衛，避免或嚇阻衝突、贏取戰爭，並為解決衝突最佳方案創造條件，以獲得陸上作戰優勢地位。

| Glossary                     |                                                                                                                                                                                                                                                                                                                                  |
|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ADP                          | Army Doctrine Publication<br>陸軍準則出版品                                                                                                                                                                                                                                                                                             |
| area of interest<br>(利害地區)   | That area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory. This area also includes areas occupied by enemy forces who could jeopardize the accomplishment of the mission. (JP 3-0)<br>利害地區乃指揮官所關切的地區，包括作戰地區及鄰接區，並延伸至敵軍控制地區，其範圍涵括所有可能影響我任務達成的地區。(JP 3-0) |
| area of operations<br>(作戰地區) | An operational area defined by the joint force commander for land and maritime forces that should be large enough to accomplish their missions and protect their forces. (JP 3-0)<br>作戰地區為聯合作戰指揮官所賦予陸上與海上部隊之作戰範圍，惟須有足以達成任務與防護其部隊安全的空間。(JP 3-0)                                                                                   |



|                                      |                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Campaign<br>(戰役)                     | A series of related major operations aimed at achieving strategic and operational objectives within a given time and space. (JP 5-0)<br>為一至數個會戰所構成，主在所賦予之時間和空間內達成戰略與作戰目標。<br>(JP 5-0)                                                                                                                                                                                                                               |
| *combined arms maneuver<br>(聯合兵種戰鬥)  | The application of the elements of combat power in unified action to defeat enemy ground forces; to seize, occupy, and defend land areas; and to achieve physical, temporal, and psychological advantages over the enemy to seize and exploit the initiative.<br>在統一行動中，運用各種部隊戰鬥力，制壓敵軍，奪取、占領，確保陸上區域，以獲致實質的、短暫的、心理的利益，以及取得與保持主動。                                                                                     |
| DA                                   | Department of the Army<br>陸軍司令部                                                                                                                                                                                                                                                                                                                                                                                     |
| FM                                   | field manual<br>野戰準則                                                                                                                                                                                                                                                                                                                                                                                                |
| JP                                   | joint publication<br>聯戰準則                                                                                                                                                                                                                                                                                                                                                                                           |
| MDMP                                 | military decisionmaking process<br>軍事決策程序                                                                                                                                                                                                                                                                                                                                                                           |
| Operational environment<br>(作戰環境)    | A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. (JP 1-02)<br>作戰環境係以不同的條件、情勢和影響所組成，可直接影響指揮官的兵力運用與決心下達。(JP 1-02)                                                                                                                                                                                                  |
| synchronization<br>(同步)              | The arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time. (JP 2-0)<br>訂定各軍事行動的時間、空間、作戰目的，以產生最大相關戰鬥力於決定性時間與地點。(JP 2-0)                                                                                                                                                                                                                  |
| *unified land operations<br>(統一陸上作戰) | How the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution.<br>陸軍部隊同時實施攻勢、守勢與維穩作戰，以爭取、維持並擴大戰場主動，獲得並保持陸上作戰有利態勢；進而預防或嚇阻衝突、贏取戰爭，並為解決衝突開創有利機勢。 |
| *wide area security<br>(廣域安全維護)      | The application of the elements of combat power in unified action to protect populations, forces, infrastructure, and activities; to deny the enemy positions of advantage; and to consolidate gains in order to retain the initiative.<br>統一作戰行動中運用戰力，以保護平民百姓、我軍部隊、基礎設施及相關活動，阻礙敵取得有利態勢，以及確保既有戰果，俾利持續保有主動優勢。                                                                                                        |