

ADP 5-0 THE OPERATIONS PROCESS

Chapter 3 Preparation

作戰規劃程序 第三章 準備階段

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The stroke of genius that turns the fate of a battle? I don't believe in it. A battle is a complicated operation that you prepare laboriously.

Marshal Ferdinand Foch

天才的神來一筆能否改變會戰結果？個人不認為如此。一場會戰是人們必須費心準備的複雜行動

法國福熙元帥

This chapter addresses the fundamentals of preparations to include its definition and functions. It offers guidelines for effective preparation and addresses specific preparation activities commonly performed within the headquarters and across the force to improve the unit's ability to execute operations.

本章內容將探討包含定義與職掌等準備工作之基本概念。其提供有效準備之指引並探討在指揮部及整個部隊常見執行之特定準備活動，以提升單位執行作戰之能力。



FUNDAMENTALS OF PREPARATION

準備工作基本概念

3-1. Preparation consists of those activities performed by units and Soldiers to improve their ability to execute an operation. Preparation creates conditions that improve friendly forces' opportunities for success and include activities such as rehearsals, training, and inspections. It requires commander, staff, unit, and Soldier actions to ensure the force is ready to execute operations

3-1 準備工作包含單位與官兵們為提升執行作戰能力所從事之各項活動。準備工作可創造提高友軍成功公算之條件，其包含諸如預演、訓練與督導等相關活動。此舉需要指揮官、參謀、單位及官兵採取各種行動，以確保部隊完成執行作戰之充分準備。

3-2. Preparation helps the force transition from planning to execution. Preparation normally begins during planning and continues into execution by uncommitted units. Like the other activities of the operations process, commanders drive preparation activities with a focus on leading and assessing. The functions of preparation include the following:

- Improve situational understanding.
- Develop a common understanding of the plan.
- Train and become proficient on critical tasks.
- Task-organize and integrate the force.
- Ensure forces and resources are positioned.

3-2 準備工作可幫助部隊從計畫作為階段轉換至執行階段。其通常始於計畫作為階段且未投入單位須持續至執行階段。如同作戰程序其他活動，各級指揮官在推動準備活動時應置重點於領導和評估。準備工作職掌包含以下各項：

- 提高狀況瞭解程度。
- 建立對計畫的共同瞭解。
- 訓練並熟稔重要個別任務。
- 任務編組與兵力整合。
- 確保部隊與資源到位。

IMPROVE SITUATIONAL UNDERSTANDING

提高狀況瞭解程度

3-3. Developing and maintaining situational understanding requires continuous effort throughout the operations process as discussed in chapter 1. During preparation, commanders continue to improve their understanding of a situation. They realize that the initial understanding developed during planning may be neither accurate nor complete. As such, commanders strive to validate assumptions and improve their situational understanding as they prepare for operations. Information collection helps leaders better understand the enemy, terrain, and civil considerations. Inspections, rehearsals, and liaison help leaders improve their understanding of the friendly force.

Based on new information gained from various preparation activities, commanders refine the plan prior to execution.

3-3 如第一章所探討的作戰程序，互作戰全程須著力於建立與保持狀況瞭解程度。在準備階段，指揮官持續加強對於特定狀況的瞭解。其深知計畫作為階段所獲致之先期瞭解，可能不夠精確或完整。因此，各級指揮官應致力於驗證假定事項並在準備作戰過程中強化其狀況瞭解程度。資訊蒐集有助幹部更充分瞭解敵情、地形及民事考量事項。督導、預演及連絡官工作可幫助幹部強化對友軍的瞭解程度。依據各種準備活動所獲之新資訊，指揮官可在執行前精進計畫內涵。

DEVELOP A COMMON UNDERSTANDING OF THE PLAN 建立對計畫的共同瞭解

Before the battle begins an Army Commander should assemble all commanders down to the lieutenant-colonel level and explain to them the problem, his intention, his plan, and generally how he is going to fight the battle and make it go the way he wants....

Field Marshal Bernard Law Montgomery

在會戰進行前，軍團指揮官應集合中校階以上所有指揮官，對其說明問題、企圖、計畫及其通常如何進行會戰，使會戰能如其所望方式執行.....

蒙哥馬利元帥

3-4. A successful transition from planning to execution requires those charged with executing the order to understand the plan fully. The transition between planning and execution takes place both internally in the headquarters and externally between the commander and subordinate commanders. Several preparation activities help leaders develop a common understanding of the plan. Confirmation briefs, rehearsals, and the plans-to-operations transition brief help improve understanding of the concept of operations, control measures, decision points, and command and support relationships. They assist the force with understanding the plan prior to execution.

3-4 欲由計畫作為階段成功轉換至執行階段，需要負責執行命令者充分瞭解計畫。計畫作為轉換至執行階段會同時在指揮部之內和在外的指揮官與下級部隊長間進行。數項準備活動有助於幹部建立對計畫的共同瞭解。任務確認簡報、預演及計畫至行動轉換簡報等，都有助於強化對作戰概念、管制措施、決心點及指揮與支援關係的瞭解程度。其可輔助部隊在執行前瞭解計畫內容。

TRAIN AND BECOME PROFICIENT ON CRITICAL TASKS 訓練並熟稔重要個別任務

3-5. Units train to become proficient in those tasks critical to success for a specific operation. Commanders issue guidance about which tasks to train on and rehearse. They emphasize training that incorporates attached units to ensure they are integrated and to mitigate interoperability challenges prior to execution. Commanders also allocate time during preparation for units and



Soldiers to train on unfamiliar tasks prior to execution. For example, a unit unfamiliar with a wet-gap crossing requires significant training and familiarization on employing small boats. Units may need to train on crowd control techniques in support of host-nation elections. Leaders also allocate time for attaining and maintaining proficiency on individual Soldier skills (such as zeroing weapons, combat lifesaving tasks, and language familiarization).

3-5 單位進行訓練以熟稔成功執行攸關特定行動的個別任務。各級指揮官針對須訓練的個別任務下達指導並實施預演。強調包含配屬部隊的訓練，以確保該單位能融入任務，並在執行前降低對協同作戰能力的相關挑戰。各級指揮官亦應在準備階段分配時間，以利部隊和官兵在執行前能針對不熟悉的個別任務進行訓練。例如，某個不熟悉穿越水域的單位需要充分訓練並熟悉操作小艇。單位在支援地主國選舉時，可能必須訓練群眾控制技術。幹部也必須分配時間，以培養及維持單兵戰技(諸如武器歸零、戰傷急救和語言熟悉等)。

TASK-ORGANIZE AND INTEGRATE THE FORCE

任務編組與兵力整合

3-6. Task-organizing the force is an important part of planning. During preparation, commanders allocate time to put the new task organization into effect. This includes detaching units, moving forces, and receiving and integrating new units and Soldiers into the force. When units change task organization, they need preparation time to learn the gaining unit's SOPs and learn their role in the gaining unit's plan. The gaining unit needs preparation time to assess the new unit's capabilities and limitations and to integrate new capabilities. Properly integrating units and Soldiers into the force builds trust and improves performance in execution.

3-6任務編組是計畫作為的重要環節。在準備階段，各級指揮官分配時間讓新的任務編組生效。此舉包含劃分單位、移動兵力並接收和整合新單位和官兵於部隊內。當單位改變任務編組時，需要準備時間，以瞭解接受單位的標準作業程序及其在接受單位計畫中的角色。接受單位需要準備時間，以評估新單位的能力和限制，並整合各種新戰力。適切將單位和官兵融入部隊，可以在執行階段建立信任並提升執行效果。

ENSURE FORCES AND RESOURCES ARE POSITIONED

確保部隊與資源到位

3-7. Effective preparation ensures the right forces are in the right place at the right time with the right equipment and other resources ready to execute the operation. Concurrent with task organization, commanders use troop movement to position or reposition forces to the correct locations prior to execution. This includes positioning sustainment units and supplies. Pre-operations checks confirm that the force has the proper and functional equipment before execution.

3-7有效的準備工作可以確保對的部隊在對的地點、時間獲得對的裝備及其他資源，備便執行作戰任務。在任務編組的同時，各級指揮官利用部隊運動派遣或調整部隊，在執行前到達正確位置。此舉包含部署戰力維持單位和補給品。行動前檢查確認該部隊在執行前

獲得適切且功能正常的裝備。

GUIDES TO EFFECTIVE PREPARATION

有效準備指導事項

Nine-tenths of tactics are certain, and taught in books; but the irrational tenth is like the kingfisher flashing across the pool, and that is the test of generals. It can only be ensured by instinct, sharpened by thought practicing the stroke so often that at the crisis it is as natural as a reflex.

T. E. Lawrence

十分之九的戰術都是固定的，且在書籍中教授；但非理性的那十分之一卻像掠過池子的翠鳥般，是對將領們的考驗。其僅能以本能加以確保、藉由經常磨練思維變化予以強化，如此才能在危機時像反射動作般自然應對。

阿拉伯的勞倫斯

3-8. Like the other activities of the operations process, commanders drive preparation. They continue to understand, visualize, describe, direct, lead, and assess. They gather additional information to improve their situational understanding, revise the plan as required, coordinate with other units and partners, and supervise preparation activities to ensure their forces are ready to execute operations. The following guides aid commanders and leaders in effectively preparing for operations:

- Allocate time and prioritize preparation efforts.
- Protect the force.
- Supervise.

3-8如同作戰程序的其他活動，各級指揮官負責推動準備工作。其持續進行瞭解、洞悉、說明、指示、主導及評估。指揮官蒐集更多資訊，以提高狀況瞭解程度，必要時修訂計畫內容，協調其他單位和夥伴、同時督導各項準備活動，以確保所屬部隊做好執行作戰的準備。以下指導事項可幫助指揮官及幹部有效進行作戰準備：

- 分配時間並律定優先準備工作。
- 部隊防護。
- 督導。

Prepare: Rangers Train for Seizing Pointe du Hoc

戰例--準備：突擊兵針對奪取奧克角執行訓練

The Allied plan for the 1944 invasion of the Normandy coast was divided into five significant landing sights: Juno, Sword, Gold, Utah, and Omaha Beaches. The Canadians would hit Juno Beach while the British stormed Sword and Gold Beaches. The Americans would strike Utah and Omaha Beaches as well as the high cliff between these beaches called Pointe du Hoc.

盟軍在1944年入侵諾曼第海岸的計畫區分為5個主要登陸場：分別為朱諾(Juno)、史



渥德(Sword)、戈德(Gold)、猶他(Utah)和奧瑪哈(Omaha)海灘。加拿大軍隊進攻朱諾海灘，而英國軍隊則突擊史渥德與戈德海灘。美軍將登陸猶他和奧瑪哈海灘，以及兩個海灘之間名為奧克角的高崖點。

It was on Pointe du Hoc that the Germans had constructed a heavily fortified coastal artillery position. Of note, it had six 155 mm guns facing the English Channel. These big guns enabled a secure defense, as the guns could rain havoc on the invasion force on Omaha Beach and on the ships in the channel. To protect this significant position, the Germans built cement gun encasements, designed an interlocking trench system, including underground trenches, and deployed anti-aircraft artillery. Pointe du Hoc appeared impregnable.

就在奧克角，德軍構築了堅固工事的岸砲陣地。值得一提的是，該地有6門155公厘火砲面對英吉利海峽。這些巨砲構成堅強防禦陣地，因為其能重擊奧瑪哈海灘的登陸部隊和海峽上的軍艦。為了保護這個重要陣地，德軍興建水泥砲堡，設計交錯的戰壕系統，包含地下壕溝，同時還部署防空砲。奧克角似乎固若金湯。

The most unexpected route of attack was from the sea. The Americans, however, considered it an accessible assault point. They reasoned that with a well-trained force at low tide, Soldiers could land on the narrow beaches below and ascend the cliff with the assistance of ropes and ladders. Understanding the hazards and vital importance of the landing beaches along the coast, Supreme Allied Commander General Dwight D. Eisenhower assigned the mission for the assault on Pointe du Hoc to Lieutenant Colonel James E. Rudder and elements of the 2d and 5th Ranger Battalions.

最出人意外的攻擊路線是來自海上。然而，美軍認為這是一個可攻下的突擊點。其理由是，以一支訓練精良的部隊在低潮進攻，官兵可以在下方狹窄海灘登陸，並以繩索和登梯之助，攀上斷崖。由於瞭解危險因素和登陸灘頭在海岸的關鍵重要性，盟軍最高統帥艾森豪(Dwight D. Eisenhower)上將把突擊奧克角的任務賦予魯德(James E. Rudder)中校和第2及第5突擊兵營所屬單位。

The Rangers spent considerable time learning new skills and rehearsing for what many considered a suicide mission. While the Rangers received some instruction from British commandos, the Rangers mostly learned cliff climbing by trial and error. The Rangers practiced with various types of ropes and ladders. Eventually rocket-fired rappelling ropes equipped with grappling hooks became the primary tool of choice for ascending the cliff of Pointe du Hoc. Specially designed landing crafts outfitted with rocket launchers deployed the ropes to the tops of the cliff, 100 feet up from the beach. The Rangers also added extension ladders to several of the larger landing craft to extend towards the cliff top. They mounted machine guns on the top rungs of these ladders to suppress German machine gunners.

突擊兵耗費相當多的時間學習新的技巧並預演許多人認定的自殺任務。雖然美軍突擊兵得到英國突擊隊的某些指導，但大部分仍然是從嘗試錯誤中學會攀崖技術。突擊兵練習各種不同的繩索和登梯。最後火箭拋射的垂降繩搭配攀登鉤成為登上奧克角斷崖的首選

工具。經過特殊設計的登陸艇所安裝的火箭拋射器將繩索射上斷岸上方離海灘100呎高處。突擊兵還多帶了延伸梯置於較大型登陸艇，以便能更接近斷崖頂部。他們在梯首架設機槍以制壓敵軍機槍。

In the weeks leading up to D-Day, the Rangers trained, developed, and tested their newly formed skills on various cliffs along the English coast and on the Isle of Wight.

在D日前幾週，突擊兵們在英國海岸和維特島上的多處斷崖，訓練、研擬和測試新學的技能。

Eisenhower, at 0330 hours on June 5, decided that the favorable weather greenlighted OPERATION OVERLORD by shouting "Ok let's go." Shortly before 0400 on June 6, the Rangers manned their landing craft fully prepared for their mission to destroy the German guns at Pointe du Hoc.

艾森豪上將在6月5日0330時，決定天氣有利登陸，在高呼「大家一起上」之後啟動「大君主作戰」。在6月6日0400時前不久，登上登陸艇的突擊兵們已經準備好執行摧毀奧克角敵軍火炮的任務。

ALLOCATE TIME AND PRIORITIZE PREPARATION EFFORTS 分配時間並律定優先準備工作

3-9. Mission success depends as much on preparation as on planning. Higher headquarters may develop the best of plans; however, plans serve little purpose if subordinates do not receive them in time to understand them, develop their own plans, and prepare for the upcoming operation. As part of the operational timeline, commanders allocate sufficient time for preparation. This includes time for detaching units, moving forces, and receiving and integrating new units and Soldiers into the force. It includes time to rehearse the operation to include designating the type of rehearsals. Commanders prioritize preparation activities by issuing specific instructions in WARNORDs and the OPORD.

3-9任務成功取決於準備工作的程度不下於計畫作為。較高層級指揮部雖然可以策擬最佳計畫；然而，假如下級部隊未能及早獲得計畫以瞭解內容、策定自身計畫並為即將到來的行動做好準備，如此計畫亦難以達成。在整個作戰時程的環節中，指揮官們須分配足夠時間進行準備。此舉包含分派單位、調動部隊和接收與整合新單位與官兵於部隊的時間。同時也包含指定預演型式等演練作戰行動的時間。各級指揮官藉由預備命令和作戰命令下達具體指示，律定準備活動的優先順序。

PROTECT THE FORCE 部隊防護

3-10. The force as a whole is often most vulnerable to surprise and enemy attack during preparation. As such, security operations-screen, guard, cover, area security, and local security-are



essential during preparation. In addition, commanders ensure integration of the various tasks of the protection warfighting function to safeguard bases, secure routes, recover isolated personnel, and protect the force while it prepares for operations. (See ADP 3-37 for a detailed discussion of protection.) Operations security is an important consideration during preparation. Commanders direct measures to reduce the vulnerabilities of friendly action to enemy observation and exploitation. This includes measures to hide friendly movements, rehearsals, and the movement and concentration of forces.

3-10部隊整體上通常在準備階段最容易遭受奇襲和敵人的攻擊。因此，安全防護作為——包含外圍屏障掩護、警戒、掩蔽、區域安全警戒和局部地區警戒——為準備階段的必要工作。此外，各級指揮官必須確保整合各兵科職能適切分配任務，以利於作戰準備過程保障基地安全、確保路線暢通、孤困人員救援並保護所有部隊(詳見ADP3-37節有關防護工作的詳細內容)作戰警戒是準備階段的重要考量事項。各級指揮官應要求各項措施，以降低我軍行動遭敵窺探和破壞的脆弱性。此舉包含我軍機動、預演及部隊運動和集中等事項的掩蔽措施。

SUPERVISE

督導

3-11. Attention to detail is critical to effective preparation. Leaders monitor and supervise activities to ensure the unit is ready for the mission. Leaders supervise subordinates and inspect their personnel and equipment. Rehearsals allow leaders to assess their subordinates' preparations. They may identify areas that require more supervision.

3-11注意細節是有效準備的關鍵事項。各級幹部監控和督導各項活動，以確保單位完成任務準備。其督導下級部隊並檢查其人員和裝備。預演讓各級幹部能評估所屬部隊準備情形。其亦可發掘需要進一步督導的領域。

PREPARATION ACTIVITIES

準備活動

If I always appear prepared, it is because before entering on an undertaking, I have meditated for long and have foreseen what may occur. It is not genius which reveals to me suddenly and secretly what I should do in circumstances unexpected by others; it is thought and preparation.

Napoleon Bonaparte

假如我的表現總是準備充分，那是因為在進行任何舉動前，我已深思熟慮並預判可能發生的情況。並非因為天才讓我可以其他在意料未及的情況下瞬間而秘密的採取應有作為，而是藉由思考和準備。

拿破崙

3-12. Preparation activities help commanders, staffs, and Soldiers understand a situation and

their roles in upcoming operations. Commanders, units, and Soldiers conduct the activities listed in table 3-1 to help ensure the force is prepared for execution.

3-12準備活動幫助指揮官、參謀及所屬官兵瞭解情況及其在即將到來作戰中的角色。指揮官、單位和官兵應執行表3-1所列各項活動，以確保部隊做好執行準備。

表3-1 準備活動項目

● Coordinate and establish liaison ● 協調與派遣連絡官 ● Initiate information collection ● 先期資訊蒐集 ● Initiate security operations ● 先期警戒行動 ● Initiate troop movements ● 先期部隊機動 ● Complete task organization ● 完成任務編組 ● Integrate new units and Soldiers ● 融合新單位和官兵 ● Train ● 訓練 ● Conduct pre-operations checks and inspections ● 執行作戰前檢查與督導	● Initiate sustainment preparation ● 先期戰力維持準備 ● Initiate network preparations ● 先期網路準備 ● Manage terrain ● 地形管理 ● Prepare terrain ● 地形整備 ● Conduct confirmation briefs ● 實施任務確認簡報 ● Conduct rehearsals ● 實施預演 ● Conduct plans-to-operations transition ● 實施計畫至作戰轉換 ● Revise and refine the plan ● 修訂與精進計畫內容 ● Supervise ● 督導
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COORDINATE AND ESTABLISH LIAISON 協調與派遣連絡官

3-13. Units and organizations establish liaison in planning and preparation. Establishing liaison helps leaders internal and external to the headquarters understand their unit's role in upcoming operations and prepare to perform that role. In addition to military forces, many civilian organizations may operate in the operational area. Their presence can both affect and be affected by the commander's operations. Continuous liaison between the command and unified action partners helps to build unity of effort.

3-13單位與組織之間在計畫作為與準備階段應派遣連絡官。派遣連絡官可在內部和對外的各級指揮部幫助幹部瞭解其單位在即將到來作戰中的角色並做好扮演該角色的準備。除了軍隊外，許多民間組織也會在作戰區域內運作。其存在會影響指揮官的行動，指揮官行動亦會對其造成影響。指揮部和統一行動夥伴間持續的連絡作為，有助於促成行動一致性。

3-14. Liaison is most commonly used for establishing and maintaining close communications. It continuously enables direct, physical communications between commands. Establishing and



maintaining liaison is vital to external coordination. Liaison enables direct communications between the sending and receiving headquarters. It may begin with planning and continue through preparing and executing, or it may start as late as execution. Available resources and the need for direct contact between sending and receiving headquarters determine when to establish liaison. (See FM 6-0 for a detailed discussion of liaison.)

3-14 連絡官最常用於建立並維持密切通連。其持續促成各指揮部間的直接、實體通連。建立並維持連絡官在對外協調上十分重要。連絡官可以協助派遣指揮部和受派遣指揮部間的直接通連。可能始於計畫作為階段並持續到準備和執行階段，亦或最晚在執行階段開始派遣。可用資源和派遣與被派遣指揮部間的直接聯繫需求，決定派遣連絡官的時機(詳見FM6-0有關連絡官派遣詳細內容)。

3-15. Establishing liaisons with civilian organizations is especially important in stability operations because of various external organizations and the inherent coordination challenges. Civil affairs units (to include LNOs) are particularly important in coordination with civilian organizations.

3-15 派遣連絡官至民間組織在穩定作戰任務中尤其重要，因為其牽涉眾多外在組織且本身存在各種協調挑戰。民事單位(包含連絡官)在與民間組織協調方面尤其重要。

INITIATE INFORMATION COLLECTION

先期資訊蒐集

3-16. During planning and preparation, commanders take every opportunity to improve their situational understanding prior to execution. This requires aggressive and continuous information collection. Commanders often direct information collection (to include reconnaissance operations) early in planning that continues in preparation and execution. Through information collection, commanders and staffs continuously plan, task, and employ collection assets and forces to collect timely and accurate information to help satisfy CCIRs and other information requirements. (See FM 3-55 for discussion on information collection.)

3-16 在計畫作為與準備階段，各級指揮官在執行階段前須利用所有機會強化自身狀況瞭解程度。此舉需要積極而持續的資訊蒐集。其通常在計畫作為初期要求資訊蒐集(包含實施偵察行動)，並延續至準備與執行階段。透過資訊蒐集，各級指揮官與參謀不斷計畫、派遣和運用各種蒐集資產和兵力，蒐集適時和精確資訊，以滿足指揮官重要資訊需求(CCIR)及其他資訊需求(詳見FM3-55有關資訊蒐集的內容)。

INITIATE SECURITY OPERATIONS

先期警戒行動

3-17. Security operations-screen, guard, cover, area security, and local security-are essential during preparation. During preparation, the force is vulnerable to surprise and enemy attacks. Leaders are often away from their units and concentrated together during rehearsals. Parts of the

force could be moving to taskorganize. Required supplies may be unavailable or being repositioned. Units assigned security missions execute these missions while the rest of the force prepares for the overall operation. Every unit provides local security to its own forces and resources.

3-17警戒行動——包含屏衛掩護、警戒、掩蔽、區域警戒和地區局部警戒等——是準備階段的重要工作。在準備階段，部隊很容易遭到奇襲和敵人攻擊。各級幹部往往離開單位並在預演時聚集在一起。部分兵力可能調動進行任務編組。必要補給品可能尚未獲得或正在調整位置。負責警戒任務的單位執行這些任務，而其他部隊準備執行全般作戰。各單位都必須負責自身部隊和資源的地區警戒。

INITIATE TROOP MOVEMENTS

先期部隊機動

3-18. The repositioning of forces prior to execution makes up a significant portion of activities of preparation. Commanders position or reposition units to the correct starting places before execution. Commanders integrate operations security measures with troop movements to ensure these movements do not reveal any intentions to the enemy. Troop movements include assembly area reconnaissance by advance parties and route reconnaissance. They also include movements required by changes to the task organization. Commanders can use WARNORDs to direct troop movements before they issue the OPORD.

3-18在執行階段前的部隊重新調動是準備活動的重要部分。各級指揮官會在執行階段前部署或調動單位到正確的出發地點。其藉由部隊調動整合作戰警戒手段，以確保這些調動不會讓敵人看出任何企圖。部隊機動包含先遣部隊和道路偵察單位的集結地區偵察。其亦包含調整任務編組所需之運動。各級指揮官在下達作戰命令前，可藉預備命令指示部隊機動。

COMPLETE TASK ORGANIZATION

完成任務編組

3-19. During preparation, commanders complete task-organizing their force to obtain the right mix of capabilities to accomplish a specific mission. The commander may direct task organization to occur immediately before the OPORD is issued. This task-organizing is done with a WARNORD. Doing this gives units more time to execute the tasks needed to affect the new task organization. Task-organizing early allows affected units to become better integrated and more familiar with all elements involved. This is especially important with inherently time-consuming tasks, such as planning technical network support for the organization.

3-19在準備階段，各級指揮官須完成所屬部隊任務編組，以建立正確戰力組合，完成特定任務。指揮官可以要求在作戰命令下達直前完成任務編組。該任務編組行動是以預備命令要求完成。此種方式讓部隊有更多時間執行建立新任務編組所需工作。及早完成任務編組讓受派遣單位更充分融合，且更熟悉所有參與單位。這對於原本十分耗時的工作尤其重要，諸如規劃支援整個組織的技術網路等。



INTEGRATE NEW UNITS AND SOLDIERS 融合新單位和官兵

3-20. Commanders, command sergeants major, and staffs help assimilate new units into the force and new Soldiers into their units. They also prepare new units and Soldiers in performing their duties properly and integrating into an upcoming operation smoothly. Integration for new Soldiers includes training on unit SOPs and mission-essential tasks for the operation. It also means orienting new Soldiers on their places and roles in the force and during the operation. This integration for units includes, but is not limited to-

- Receiving and introducing new units to the force and the AO.
- Exchanging SOPs.
- Conducting briefs and rehearsals.
- Establishing communications links.
- Exchanging liaison teams (if required).

3-20指揮官、士官督導長和參謀應幫助新單位熟悉部隊、新編官兵熟悉其單位。其亦應讓新單位和官兵做好準備，適切執行其職責並順利融入即將到來的作戰行動。融合新編官兵的工作包含訓練單位的標準作業程序和作戰行動的重要任務行動要項。亦意味著介紹新編官兵瞭解其所在位置及在部隊中和作戰過程的角色。此項單位融合工作至少包含以下項目：

- 接收並介紹新單位認識本部隊及所屬作戰責任區。
- 交換標準作業程序。
- 執行簡報和預演。
- 建立通信聯繫。
- 更換連絡官編組(必要時)。

TRAIN 訓練

In no other profession are the penalties for employing untrained personnel so appalling or so irrevocable as in the military.

General Douglas MacArthur

對於運用未經訓練人員所造成的危害，沒有任何一個專業領域會像軍隊那般驚駭或如此難以挽救。

麥克阿瑟上將

3-21. Training prepares forces and Soldiers to conduct operations according to doctrine, SOPs, and the unit's mission. Training develops the teamwork, trust, and mutual understanding that commanders need to exercise mission command and that forces need to achieve unity of effort. Training does not stop when a unit deploys. If the unit is not conducting operations or recovering

from operations, it is training. While deployed, unit training focuses on fundamental skills, current SOPs, and skills for a specific mission.

3-21訓練讓部隊和官兵做好準備，依據準則、標準作業程序及單位任務遂行作戰。訓練培養團隊精神、信任及相互瞭解等，指揮官運用任務式指揮及部隊達成一致作為所必須之要件。訓練不會因單位部署而停止。假如部隊沒有從事作戰或正由作戰中恢復，便是在從事訓練。在部署之後，單位訓練置重點於基本技能、現行標準作業程序及特定任務所需技能。

CONDUCT PRE-OPERATIONS CHECKS AND INSPECTIONS 實施作戰前檢查與督導

3-22. Unit preparation includes completing pre-operations checks and inspections. These checks ensure units, Soldiers, and systems are as fully capable and ready to execute the mission as time and resources permit. The inspections ensure the force has the resources necessary to accomplish the mission. During preoperations checks and inspections, leaders also check Soldiers' ability to perform crew drills that may not be directly related to the mission. Some examples of these include drills that respond to a vehicle rollover or an onboard fire.

3-22單位準備工作包含完成作戰前檢查和督導。這些檢查確保單位、官兵和各種系統具備完整能力並備便在時間和資源許可下執行任務。督導確保部隊獲得完成任務之必要資源。在作戰前檢查與督導過程，各級幹部必須檢查官兵執行可能和任務不直接相關的組合演練。這些演練的某些例證包含處理車輛翻覆或載具失火等演練。

INITIATE SUSTAINMENT PREPARATION 先期戰力維持準備

3-23. Resupplying, maintaining, and issuing supplies or equipment are major activities during preparation. Repositioning of sustainment assets can also occur. During preparation, sustainment personnel at all levels take action to optimize means (force structure and resources) for supporting the commander's plan. These actions include, but are not limited to, identification and preparation of bases, coordinating for host-nation support, and improving lines of communications.

3-23重新補給、維持和分配補給品或裝備是準備階段的重大活動。同時也會進行戰力維持項目的重新配置。在準備階段，各階層戰力維持人員採取行動，讓支援指揮官計畫的手段(兵力結構和資源)發揮最大功能。這些行動至少包含基地的確認和整備、協調地主國支援和強化交通線等。

INITIATE NETWORK PREPARATIONS 先期網路準備

3-24. During preparation, units must tailor the information network to meet the specific needs of each operation. This includes not only the communications, but also how the commander



expects information to move between and be available for units and leaders in an AO. Commanders and staffs prepare and rehearse the information network to support the plan by-

- Managing available bandwidth.
- Providing availability and location of data and information.
- Positioning and structuring network assets.
- Tracking status of key network systems.

3-24在準備階段，單位必須量身打造資訊網路，以因應各個行動的特定需求。此舉不僅包含通信，也涵蓋指揮官希望作戰責任區內單位和幹部傳輸與可獲資訊。各級指揮官與參謀準備和預演資訊網路以支持計畫達成的作為包含：

- 管理現有頻寬。
- 提供數據和資訊可獲程度和地點。
- 設置與架構網路資產。
- 追蹤重要網路系統狀態。

MANAGE TERRAIN

地形管理

3-25. Terrain management includes allocating terrain by establishing AOs, designating assembly areas, and specifying locations for units. Terrain management is an important activity during preparation as units reposition and stage prior to execution. Commanders assigned an AO manage terrain within their boundaries. Through terrain management, commanders identify and locate units in the area. The operations officer, with support from others in the staff, can then de-conflict operations, control movements, and deter fratricide as units get in position to execute planned missions. Commanders also consider unified action partners located in their AO and coordinate with them for the use of terrain.

3-25地形管理包含建立作戰地區、指定集結區域和律定單位位置分配地形。地形管理是準備階段的重要活動，因為單位要調整部署並在執行前演練。分配到特定作戰地區的指揮官必須管理其地境內的地形。藉由地形管理，各級指揮官可以在該區域內排列和指定單位位置。作戰官在其他幕僚人員協助下，後續才能消除行動衝突、管理機制並在單位到達位置執行預定任務時不會發生友軍誤擊。各級指揮官同時也必須思考在其作戰地區內同一行動的夥伴並與其協調使用地形。

PREPARE TERRAIN

地形整備

3-26. Commanders must understand the terrain and the infrastructure of their AO as early as possible to identify potential for improvement, establish priorities of work, and begin preparing the area. Terrain preparation involves shaping the terrain to gain an advantage, such as building fighting and protective positions, improving cover and concealment, and reinforcing obstacles. Engineer units are critical in assisting units in preparing terrain to include building and maintaining

roads, trails, airfields, and bases camps prior to and during operations. (See FM 3-34 for a detailed discussion of engineer operations.)

3-26各級指揮官必須儘早瞭解地形及其作戰地區內的基礎設施，以發掘可能改善之處、律定工作優先順序並開始整備該區域。地形準備包含戰場經營以獲取優勢，諸如構築戰鬥與防護陣地、改善隱掩蔽及加強阻絕。工兵部隊在協助單位地形整備方面扮演重要角色，包含在作戰前及作戰過程中築構與維護道路、鐵路、機場和駐防營區等(詳見FM3-34有關工兵作業的詳細內容)。

CONDUCT CONFIRMATION BRIEFS 實施任務確認簡報

3-27. A confirmation brief is a brief subordinate leaders give to the higher commander immediately after the operation order is given to confirm understanding. It is their understanding of the higher commander's intent, their specific tasks, and the relationship between their mission and the other units' missions in the operation. The confirmation brief is a tool used to ensure subordinate leaders understand-

- The commander's intent, mission, and concept of operations.
- Their unit's tasks and associated purposes.
- The relationship between their unit's mission and those of other units in the operation

Ideally, the commander conducts confirmation briefs in person with selected staff members of the higher headquarters present.

3-27任務確認簡報是下級幹部在接獲作戰命令直後對上級指揮官所做的簡報，以確定其瞭解命令內容。其為下級部隊長對於上級指揮官企圖、所負特定任務及其本身任務與作戰中其他單位任務之間關係的瞭解。任務確認簡報用於確保下級幹部瞭解以下事項的工具：

- 指揮官企圖、任務與作戰構想。
- 自身單位任務與相關目的。
- 自身單位任務與作戰中其他單位任務之間的關係。

理想條件下，指揮官親自帶著上級指揮部指定的參謀實施任務確認簡報。

CONDUCT REHEARSALS 實施預演

Sand-Table Exercises by staffs up to and including corps or army, even on the most rudimentary type of sand table, are extremely helpful prior to an attack.

General George S. Patton, Jr

軍級或軍團級(含)以下幕僚所實施之沙盤推演，即便是最簡約的沙盤推演，都是攻擊前極為有助益的作為。

巴頓將軍



3-28. A rehearsal is a session in which the commander and staff or unit practices expected actions to improve performance during execution. Commanders use rehearsals to ensure staffs and subordinates understand the concept of operations and commander's intent. Rehearsals also allow leaders to practice synchronizing operations at times and places critical to mission accomplishment. Effective rehearsals imprint a mental picture of the sequence of the operation's key actions and improve mutual understanding among subordinate and supporting units and leaders. The extent of rehearsals depends on available time. In cases of short-notice requirements, detailed rehearsals may not be possible. In these instances, subordinate leaders backbrief their higher commander on how they intend to accomplish the mission. (See FM 6-0 for a discussion of the different types of rehearsals.) Leaders conduct rehearsals to-

- Practice essential tasks.
- Identify weaknesses or problems in the plan.
- Coordinate subordinate element actions.
- Improve Soldier understanding of the concept of operations.
- Foster confidence among Soldiers

3-28預演是指揮官與參謀或單位演練預判行動的項目，以改善執行階段的表現。各級指揮官藉由預演確保參謀和所屬官兵瞭解作戰構想和指揮官企圖。預演也讓各級幹部能練習統合對於完成任務重要時空的各項行動。有效的預演可深植作戰重要行動發生順序的心理圖像，同時強化下級與支援單位幹部的相互瞭解。預演的縝密度取決於可用時間。在時間受限的要求下，可能無法實施縝密的預演。在此類個案中，下級部隊長針對其希望如何完成任務向上級指揮官實施反向簡報(詳見FM6-0有關不同型態預演的內容)。各級幹部針對以下目的實施預演：

- 練習重要任務項目。
- 確認計畫弱點或問題。
- 協調下級部隊行動。
- 強化官兵對於作戰構想的瞭解。
- 建立官兵之間的信心。

CONDUCT PLANS-TO-OPERATIONS TRANSITION

實施計畫——行動轉換

3-29. The plans-to-operations transition is a preparation activity that occurs within the headquarters. It ensures members of the current operations integration cell fully understand the plan before execution. During preparation, the responsibility for maintaining the plan shifts from the plans (or future operations integrating cell for division and above headquarters) integrating cell to the current operations integration cell (see figure 3-1). This transition is the point at which the current operations integration cell becomes responsible for short-term planning and controlling execution of the OPORD. This responsibility includes answering requests for information concerning the order and maintaining the order through FRAGORDs. This transition enables the plans and future operations integrating cells to focus their planning efforts on sequels, branches,

and other planning requirements directed by the commander.

3-29計畫——行動轉換是在指揮部內進行的準備階段活動。其可確保當前作戰整合小組成員在執行前充分瞭解計畫內容。在準備階段，維持計畫作業的責任由計畫整合小組[或師級(含)以上指揮部的未來作戰整合小組]轉移至當前作戰整合小組(詳如圖3-1)。此一轉換是當前作戰整合小組開始負責近程計畫作為與管制作戰命令執行的時間點。此一責任包含回覆命令相關資訊的要求和維持命令作業直到下達個別命令為止。此一轉換使計畫和未來作戰整合小組開始將其計畫作為重點轉向後續、應變及其他指揮官要求之計畫作為需求項目。

3-30. The timing of the plans-to-operations transition requires careful consideration. It must allow enough time for members of the current operations integration cell to understand the plan well enough to coordinate and synchronize its execution. Ideally, the plans or future operations cell briefs members of the current operations integration cell on the transition before the combined

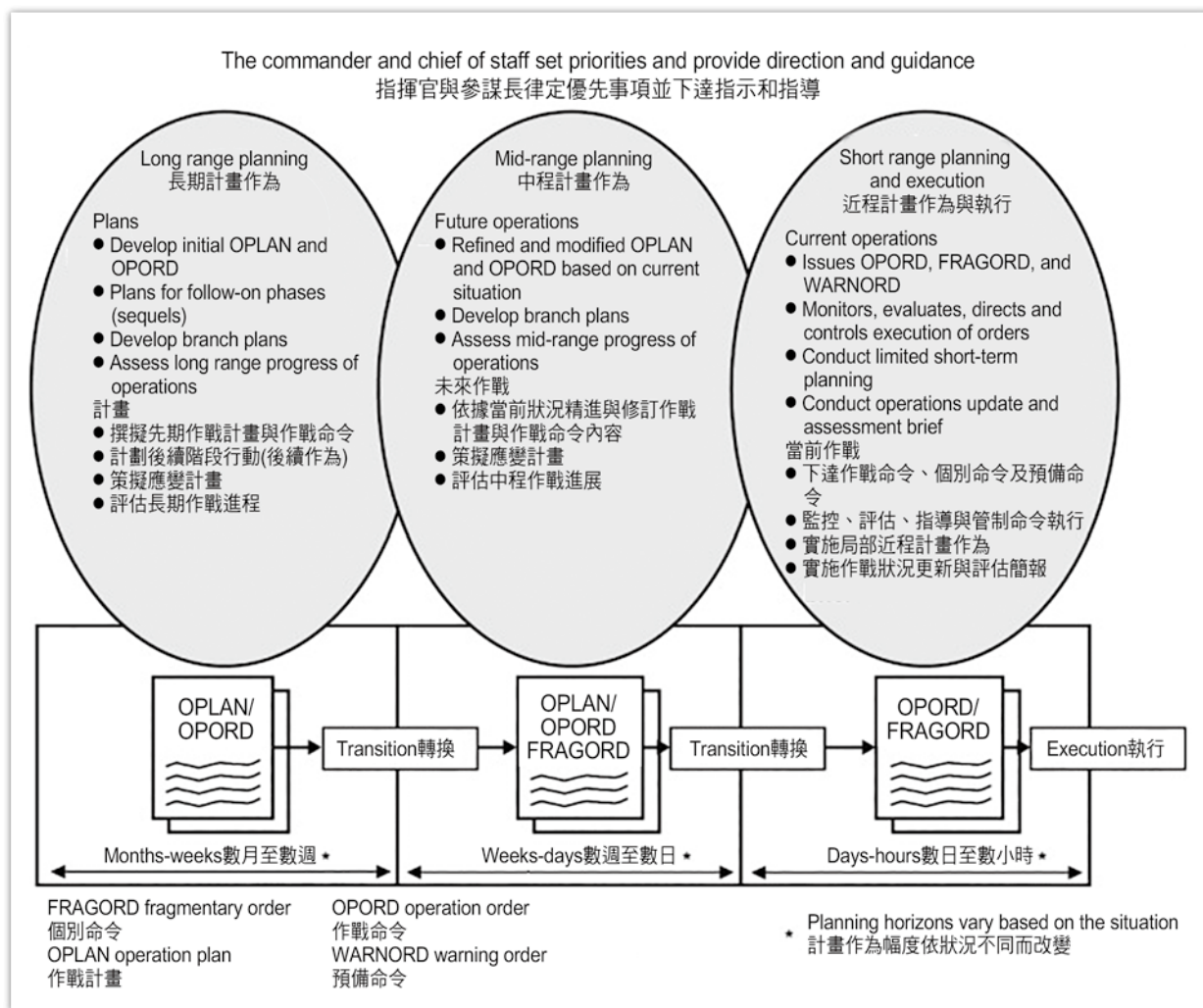


Figure3-1 Transition among the integrating cells

圖3-1 各整合小組間的轉換



arms rehearsal. This brief enables members of the current operations integration cell to understand the upcoming operation as well as identify friction points and issues to solve prior to its execution. The transition brief is a mission brief that generally follows the five-paragraph OPORD format. Additional areas addressed, include-

- Decision support products (execution matrixes, decision support templates, decision support matrixes, and risk assessment matrixes).
- Known friction points.
- Branches and sequels under considerations.
- Outstanding requests for information and issues.

3-30計畫——行動轉換時機需要審慎考量。必須讓當前作戰整合小組成員有足夠時間充分瞭解計畫內容，以協調及統合計畫執行。在理想條件下，計畫或未來作戰小組在聯合兵種預演前，應對當前作戰整合小組成員簡報轉換內容。此一簡報有助當前作戰整合小組成員瞭解即將到來的行動以及發掘窒礙事項和議題，以利於執行前加以解決。轉換簡報通常為依據作戰命令五段格式所實施之任務簡報。其餘應說明的領域，包含如下：

- 決心支援產製文件(執行圖解、決心支援表、決心支援圖解和風險評估圖解)
- 已知窒礙事項
- 考量中的應變及後續計畫
- 資訊與議題之重要要求事項

3-31. Following the combined arms rehearsal, planners and members of the current operations integration cell review additional planning guidance issued by the commander and modify the plan as necessary. Significant changes may require assistance from the plans cell to include moving a lead planner to the current operations integration cell. The plans cell continues planning for branches and sequels.

3-31在聯合兵種預演後，計畫人員與當前作戰整合小組成員應審視指揮官下達之其他計畫作為指導，並在必要時修訂計畫內容。重要改變可能需要計畫小組提供協助，包含派遣主要計畫人員到當前作戰整合小組。計畫小組則持續實施應變與後續計畫的計畫作業。

REVISE AND REFINES THE PLAN

修訂與精進計畫內容

3-32. Revising and refining the plan is a key activity of preparation. During preparation, assumptions made during planning may be proven true or false. Intelligence analysis and reconnaissance may confirm or deny enemy actions or show changed conditions in the AO because of shaping operations. The status of friendly forces may change as the situation changes. Rehearsals may identify coordination issues or other problems needing adjusted. In any of these cases, commanders identify the changed conditions, refine the plan, and issue FRAGORDs.

3-32修訂與精進計畫內容為準備階段的重要活動。在準備階段，計畫作為階段所擬訂的假定事項可能經證明為真實或錯誤。情報分析與偵察可能確認或否定敵人某些行動或顯示作戰地境內因戰場經營而發生的狀況改變。友軍部隊現狀可能因狀況變化而改變。預演

可能發掘某些協調問題或其他必須修正的問題。在上述狀況下，各級指揮官應確認已改變的狀況、精進計畫內容並下達個別命令。

SUPERVISE

督導

3-33. When leaders supervise, they check details critical to effective preparation. Leaders monitor and supervise activities to ensure the unit is ready for the mission. Leaders supervise subordinates and inspect their personnel and equipment. Rehearsals allow leaders to assess their subordinates' preparations. They may identify areas that require more supervision.

3-33幹部在督導過程，應檢查攸關有效準備的細節。幹部應監控並督導各種活動，以確保單位做好執行任務的準備。各級幹部督導所屬部隊並檢查人員與裝備。預演讓幹部可以評估其所屬部隊的準備狀況，亦可發掘需要進一步督導的領域。

Large-Unit Preparation: Third Army Readies for OPERATION IRAQI FREEDOM

戰例——大部隊準備：第三軍團準備執行「伊拉克自由行動」

At an October 2002 Army commanders' conference, General Eric Shinseki directed, "From today forward the main effort of the US Army must be to prepare for war with Iraq." Third Army, already supporting operations in Afghanistan, shifted emphasis from deterring an Iraqi invasion of Kuwait or Saudi Arabia to mounting offensive operations to topple Saddam Hussein.

2002年10月美國陸軍指揮官會議中，新關(Eric Shinseki)上將指示，「從今天起，美國陸軍主力必須做好與伊拉克開戰的準備」。原本已負責支援阿富汗作戰行動的第三軍團，將重點從嚇阻伊拉克入侵科威特或沙烏地阿拉伯，轉為準備發動推翻海珊的作戰行動。

As OPERATION IRAQI FREEDOM changed from possible to probable, the Third Army (also designated as the Coalition Forces Land Component Command [CFLCC]) undertook a number of important tasks designed to prepare for war. From the Army's perspective, these included revising plans for the invasion, preparing the theater infrastructure, determining the ground forces command and control architecture, augmenting and training headquarters and Soldiers, fielding new equipment, providing theater-wide support, mobilizing the Army Reserve and Army National Guard forces, deploying forces into theater, and moving to the border.

隨著「伊拉克自由行動」從可能變為相當可能，第三軍團(其番號亦為「聯盟部隊地面作戰司令部」(Coalition Forces Land Component Command, CFLCC))執行一系列針對戰爭準備的重要工作。從陸軍的角度而言，這些工作包含修訂入侵計畫、準備戰區基礎設施、決定地面部隊指揮管制架構、擴編與訓練各指揮部與官兵、配發新式裝備、提供全戰區支援、動員陸軍後備與國民兵部隊、部署部隊進入戰區、以及向邊界機動。

Forces prepared to operate at a scale and scope not seen since OPERATION DESERT



STORM with units not used to working together. They conducted a series of exercises to refine the plan and to develop procedures, teamwork, and familiarity across the divisions, corps, CFLCC, and U.S. Central Command. EXERCISE VICTORY STRIKE enabled the V Corps staff to practice planning, preparing, and executing corps operations with the focus of deep fires and maneuver that would be critical to the coming campaign. EXERCISE LUCKY WARRIOR provided the first opportunity for the CFLCC's major subordinate elements (V Corps, I Marine Expeditionary Force, and coalition forces) to rehearse operations under the CFLCC headquarters. EXERCISE INTERNAL LOOK provided the venue to the final preparations for the anticipated campaign. This venue allowed the joint force and functional components to examine and refine their plans and work out procedures at the combatant command level. V Corps conducted the last significant series of exercises at Grafenwoehr, Germany in January and February of 2003 called EXERCISE VICTORY SCRIMMAGE.

部隊帶著許多從未共同合作的單位，開始準備以「沙漠風暴作戰」後最大規模與範圍的兵力執行作戰任務。實施一系列演習，以精進計畫內容並發展各師、軍、聯盟部隊地面作戰司令部與美國中央司令部的程序、團隊合作及熟悉度。「勝利打擊演習」(Exercise Victory Strike)幫助第五軍參謀進行軍級作戰的計畫作為、準備及執行，並置重點於深遠火力及機動等攸關即將到來戰役的準備工作。「幸運戰士演習」(Exercise Lucky Warrior)則讓聯盟部隊地面作戰司令部所屬主要部隊(第五軍、陸戰隊第1遠征部隊和其他盟國部隊)第一次有機會在該司令部指揮下演練作戰行動。「內視演習」(Exercise Internal Look)則提供對預判戰役進行最後準備工作的管道。這個管道讓聯戰部隊與功能性單位能檢視並精進各項計畫並完成聯合作戰司令部層級的各項程序。第五軍於2003年1月和3月在德國葛拉芬霍爾訓練場實施最後一系列名為「勝利爭球演習」(Exercise Victory Scrimmage)的演訓任務。

Collective training by units from the smallest sections all the way up to CFLCC headquarters continued through March. Throughout Kuwait, units engaged in lastminute training; resupplied ammunition, fuel, and other supplies; and ensured individual mental and physical preparedness for war by Soldiers. By 18 March, Third Army and its subordinate units were prepared to open the campaign.

從最小單位一路到聯盟部隊地面作戰司令的組合訓練持續實施到3月。在科威特全境，所有單位都在從事最後的訓練；補給彈藥、油料及其他補給品；並確保所有參戰官兵的個人心理和生理準備狀況。到3月18日時，第三軍團及其所屬單位都已準備好執行戰役行動。(112年3月14日收件，112年5月31日接受)