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**DEVELOPING AN APPROACH TO
WARFIGHTING
AT THE OPERATIONAL LEVEL**

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A thesis presented in partial fulfilment of the requirements for the degree of Masters of Arts in Defence and Strategic Studies at Massey University

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DEFINITIONS

Attrition	The reduction of military effectiveness or capability of either friendly or enemy forces caused by the continued loss of personnel or material. Rates of attrition determine the progress and likely ultimate outcome of a campaign embracing the direct approach. (ADFP 6).
Campaign	A sequence of planned, resourced and executed military operations designed to achieve a strategic objective within a given time and theatre of operations, usually involving the synchronisation of maritime, land and air forces. Campaign planning is the responsibility of the operational level commander. (JWP 0-10).
Centre of Gravity (COG)	Those characteristics, capabilities or localities from which forces derive their freedom of action, physical strength or will to fight. (JWP 0-10).
Centre of Gravity	That characteristic, capability or locality from which a military force, nation or alliance derives its freedom of action, strength or will to fight at that level of conflict. The COG at each level of conflict may consist of a number of key elements. (ADFP 6).

Combined Operation	An operation conducted by forces of two or more allied nations acting together for the accomplishment of a single mission. (ADFP 101).
Command and Control	The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. (ADFP 1 – Doctrine).
Command and Control Warfare (C2W)	An approach to military operations which employs all measures (including but not limited to operations security (OPSEC), military deception, physiological operations (PSYOP), electronic warfare (EW), computer operations and targeting) in a deliberate and integrated manner, mutually supported by intelligence and CIS, to disrupt or inhibit an adversary's ability to command and control the forces while protecting and enhancing our own. (ADFP 6).
Concept of Operations	A clear and concise statement of the line of action chosen by a commander in order to accomplish his mission. (ADFP 101).
Contingency Planning	Contingency plans are designed to provide responses for events which can reasonably be anticipated in an area of responsibility. (ADFP 6).

Critical Vulnerabilities	<p>A characteristic or key element of a force that if destroyed or neutralised will significantly undermine the fighting capability of the force and its COG. A Critical vulnerability is not necessarily a weakness but any source of strength or power that is capable of being attacked or neutralised. A successful attack on a critical vulnerability should aim to achieve a decisive point in an operation or campaign. A force may have a number of critical vulnerabilities. (ADFP 6).</p>
Culminating Points	<p>A culminating point is the point in time and location where a force will no longer be stronger than the enemy and risk losing the initiative. This may be due to reduced combat power, attrition, logistics, dwindling national will or other factors. To be successful, the operation must achieve its objectives before reaching its culminating point. (ADFP 6).</p>
Culminating Point	<p>When an operation can just be maintained but not developed to any greater advantage. (JWP 0-10).</p>
Decisive Points	<p>A major event that is a precondition to the successful disruption or negation of a COG of either combatant. A decisive point is created normally by successfully attacking or neutralising a critical vulnerability. Operational level planning aims to exploit an enemy's critical vulnerabilities in a sequence or matrix of decisive points known as lines of operation. (ADFP 6).</p>
Decisive Points	<p>Those actions, the successful completion of which are preconditions to the elimination of the enemy's COG. (JWP 0-10).</p>

Doctrine	Fundamental principles by which military forces, or elements thereof, guide their actions in support of national objectives. It is authoritative but requires judgement in application. (ADFP 101).
End-State	<p>End-state is identified at the national and military levels as follows:</p> <ol style="list-style-type: none"> (1) The national end-state is the set of desired conditions, incorporating the elements of national power, that will achieve the national objectives. (2) The military end-state is the set of desired conditions behind which the use of military force is no longer required to achieve national objectives. (ADFP 6).
End-State	The state of affairs which needs to be achieved at the end of a campaign either to terminate or to resolve the conflict on favourable terms. It is axiomatic that the end state is crucial to planning and the conduct of campaigns. (ADFP 6).
Forward Operating Base	Facilities established in an area of operations from which to launch, or to provide support to, military operations. (ADFP 6).
Interoperability	The ability of systems, units or forces to provide the services to, and accept services from, other systems, units or forces and to use the services so exchanged to enable them to operate effectively together. (ADFP 101 – Glossary).

Leverage	This refers to possessing a marked advantage in a particular capability and the advantage that can be gained by exploiting that capability. (ADFP 6).
Lines of Operation	Lines of operation describe how military force is applied in time and space through decisive points on the path to the enemy's COG. The progress towards the enemy's COG and the destruction of the enemy's critical vulnerabilities, resulting in a decisive point, may be measured by operational milestones. (ADFP 6).
Military Strategy	That component of national or multinational strategy presenting the manner in which military power should be developed and applied to achieve national objectives or those of a group of nations. (ADFP 101).
Mission	A clear, concise statement of the task of the command and its purpose. (ADFP 101).
Operational Milestones	Aids to understanding the pace and sequencing process are operational milestones. They are specific goals which impact critically on the sequence of the campaign. (ADFP 6).
Rules of Engagement	Directives issued by competent military authority which specify the circumstances and limitations under which forces will initiate and/or continue combat engagement with other forces encountered. (ADFP 101).

Sequencing	Sequencing is the arrangement of events within a campaign in the order most likely to achieve the elimination of the enemy's COG. (ADFP 6).
Strategic Concept	The course of action accepted as a result of the estimate of the strategic situation. It is a statement of what is to be done expressed in broad terms sufficiently flexible to permit its use in framing the military, diplomatic, economic, psychological and other measures which stem from it. (ADFP 101).
Strike	An attack which is intended to inflict damage on, seize or destroy an objective. (ADFP 101).
Surveillance	The systematic observation of aerospace, surface or sub-surface areas, places, persons, or things by visual, aural, electronic, photographic or other means. (ADFP 101).
Tempo	Tempo is the rate or rhythm of activity relative to the enemy. It incorporates the capacity of the force to transition from one operational posture. (ADFP 6).
Theatre of Operations	The geographical area assigned to the operational level commander by the strategic authority. (JWP 0-10)
Wargame	A simulation by whatever means, of a military operation involving two or more opposing forces, using rules, data and procedures designed to depict an actual or assumed real life situation. (ADFP 101).