Developing Adaptive, Agile Leaders for the GWOT

COL Tony Puckett

Commander, 30th Field Artillery Regiment

Fort Sill, Oklahoma

Developing Adaptive, Agile Leaders for the GWOT

- ARTILLERYMEN ARE CONDUCTING NON-STANDARD TACTICAL MISSIONS (FULL SPECTRUM OPS)

- A NEW PLANNING METHODOLOGY – LOOs VICE FINITE MISSIONS

- EFFECTS BASED OPERATIONS (EBO) AND INFORMATION OPERATIONS (IO)

- SASO TRAINING

- MOUT

- ADAPTIVE LEADER TRAINING

- ISSUE – RFI PASSES BY THE TRAINING BASE

- ISSUE – NO $ FOR DOCTRINE DEVELOPMENT, AND NO LSI FOR LESSONS LEARNED, TTPs, WHITE PAPERS

STANDARD TACTICAL MISSIONS FOR ARTILLERY

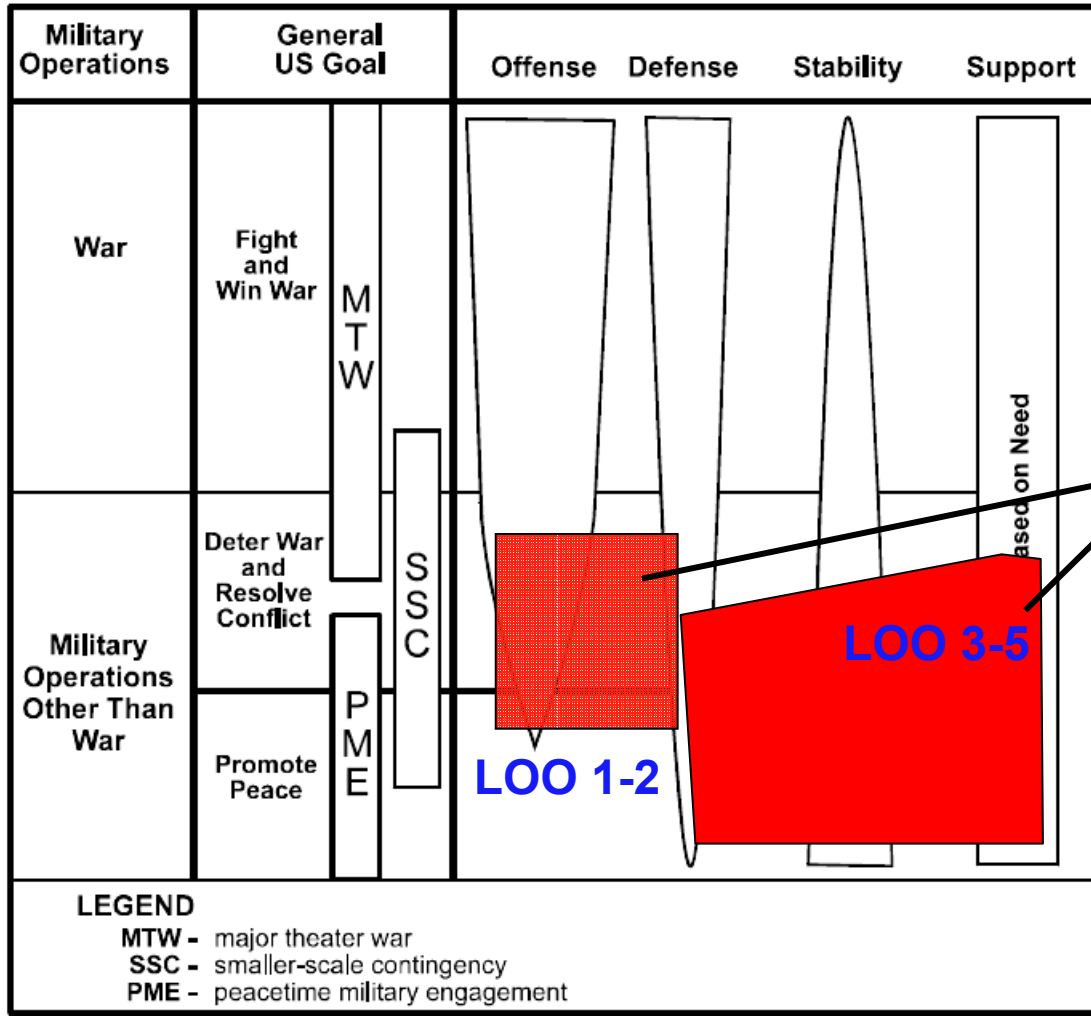*"Communicate, Shoot, and Move!"*

- DIRECT SUPPORT

- GENERAL SUPPORT

- GENERAL SUPPORT – REINFORCING

- REINFORCING

NON-STANDARD TACTICAL MISSIONS FOR ARTILLERY

- ASSIGNED UNIT SECTORS

- AREA SUPPORT GROUP FUNCTIONS

- CAPTURED ENEMY AMMUNITION (CAE) OPERATIONS

- CORDON AND SEARCH

- CIVIL-MILITARY OPERATIONS

- INFORMATION OPERATIONS
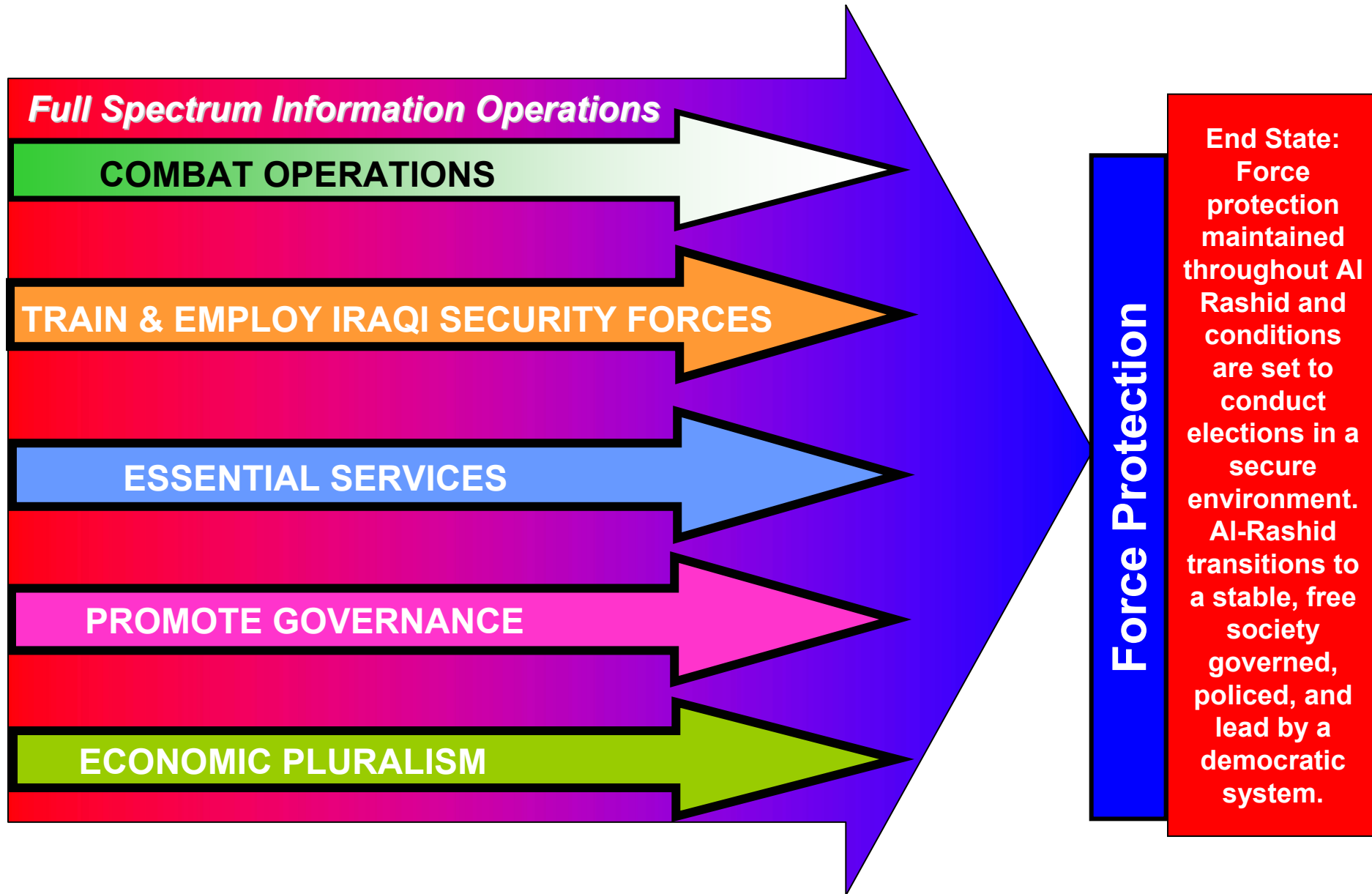
FULL SPECTRUM OPERATIONS

Military Operations	General US Goal		Offense	Defense	Stability	Support
War	Fight and Win War	M T W				
Military Operations Other Than War	Deter War and Resolve Conflict	S S C				
	Promote Peace	P M E				

LOO 1-2

LOO 3-5

LEGEND
MTW - major theater war
SSC - smaller-scale contingency
PME - peacetime military engagement

From Figure 1.1 – The Range of Army Operations (FM 3.0)

"**Full spectrum operations** are the range of operations Army forces conduct in war and military operations other than war [*SOSO*]." (*FM 3.0*)

5 BCT routinely operated across the full spectrum of operations by executing LOOs 1-5 simultaneously

"**Lines of Operations.** *Lines of operations* define the directional orientation of the force in time and space in relation to the enemy. They connect the force with its base of operations and its objectives." (*FM 3.0*)

5

5 BCT LINES OF OPERATION

Full Spectrum Information Operations

COMBAT OPERATIONS

TRAIN & EMPLOY IRAQI SECURITY FORCES

ESSENTIAL SERVICES

PROMOTE GOVERNANCE

ECONOMIC PLURALISM

Force Protection

End State: Force protection maintained throughout Al Rashid and conditions are set to conduct elections in a secure environment. Al-Rashid transitions to a stable, free society governed, policed, and lead by a democratic system.

Information Operations Elements

- **IO Elements**
  - OPSEC
  - PSYOP
  - Counterpropaganda
  - Military Deception
  - Counterdeception
  - EW
  - Computer Network Attack
  - Physical Destruction
  - Information Assurance
  - Physical Security
  - Counterintelligence
  - Special Information Operations

- **Related Activities**
  - Public Affairs
  - Civil Military Operations

- **Information Management**

- **ISR**

The ENEMY is listening

He wants to know what you know

KEEP IT TO YOURSELF
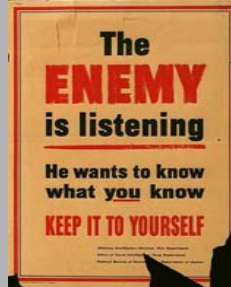
Ensure that IO is fully coordinated and integrated into the assigned operation.

Campaign Plan Methodology

- ➢ **<u>Goal</u> – Long Term achievements required to achieve a desired end state (i.e. 1 year) and set the conditions required for implementation of an exit strategy**

  - ➢ **<u>Objectives</u> – A measurable achievement that supports achievement of the goal**

    - ➢ **<u>Measures of Effectiveness</u> . IO achievements that support achievement of the objective.**

      - ➢ **<u>Measure of Effectiveness Indicators</u>– Quantifiable data (i.e. statistical) that indicate the effectiveness of IO actions in achieving the MOE/Supporting IO tasks**

How do we know the status of our IO tasks?
MOE Indicators

" . . . quantifiable signs that measure the progress towards achieving an objective"
". . . is the Behavior we want being exhibited?"

- **Essentially equate to Intelligence Requirements (IRs)**

- **A baseline of activity against which progress can be measured**

- **Physically quantifiable- number of inter-ethnic crimes per time period, number of anti-tolerance responses to polling questions**

MEASURES OF EFFECTIVENESS

Obj: Monitor and enforce UNSCR 1244

	JUN	JUL	AUG	SEP	OCT	NOV
Number of weapons turned in legally	2	3	1			
*Number of weapons seized during searches	9	8	7			
*Number of weapon violations per month	4	5	6			
*Number of weapon searches per month	6	6	25			
Number of incidents at sites or escorts we have "unfixed"	0	0	0			
*Number of KFOR operations hindered by actions of the Kosovo populace	0	1	0			
*Number of minority activities MNB(E) cancels because of security concerns	0	0	0			
Number of threats against UNMIK based upon indictments for historical crimes	N/A	0	0			

* Indicates KFOR Measure of Progress (MOP)
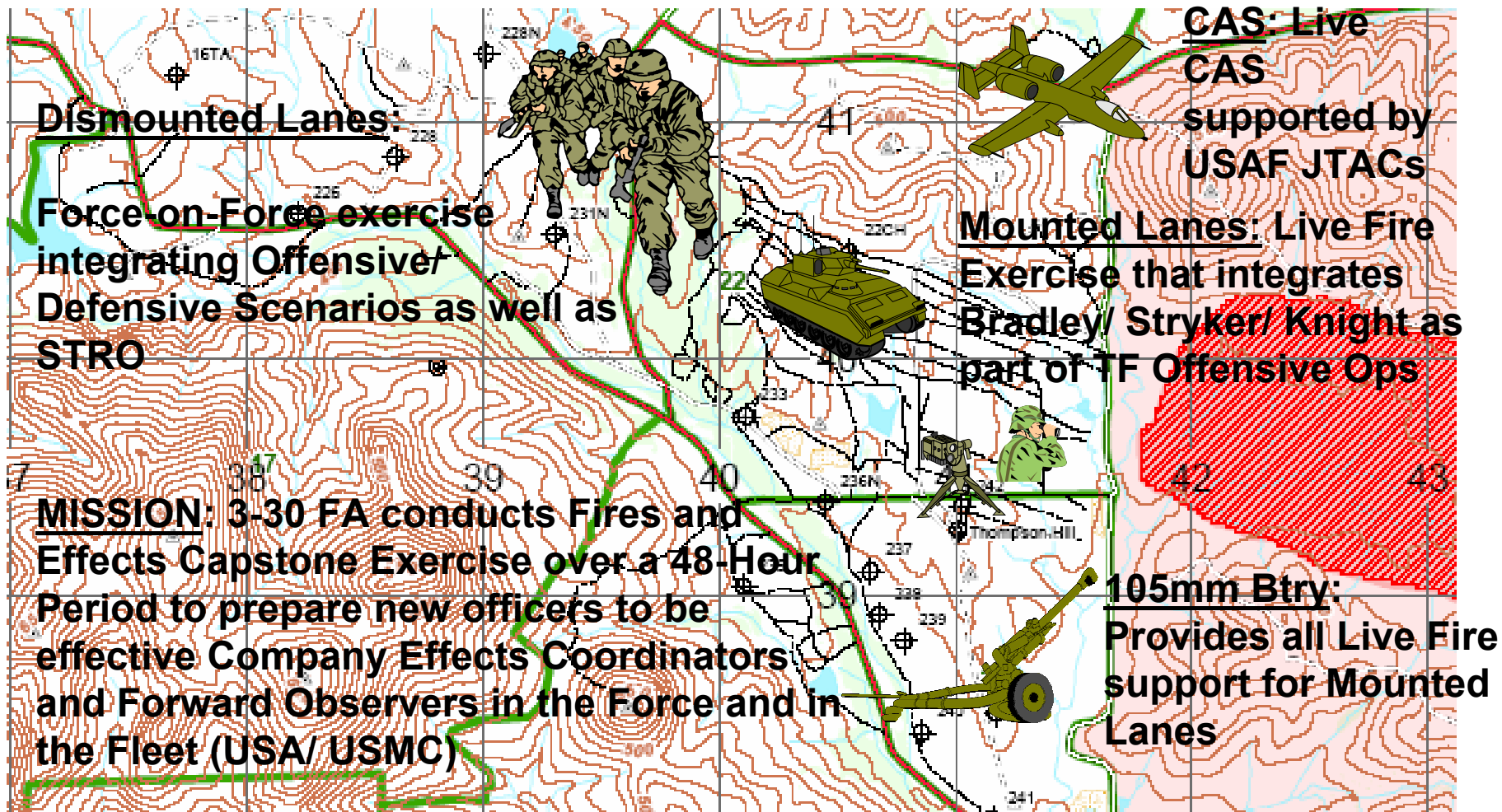
TARGETING SYNCHRONIZATION MATRIX

UNIT: TF 1-7	PHASE: II	FRAGO NO. 2	AS OF: 070700JUL03

DECIDE				DETECT		DELIVER			ASSESS	
PRI	CATEGORY	HPTs	EFFECTS	AGENCY	ASSET	AGENCY	ASSET	WHEN	AGENCY	ASSET
1	LAWTON	Mayor	Coop	TF 1-7	JMC	TF 1-8	Bi-Lat	090800	TF 1-8	PSYOPS/ CA
2	MEDICINE PARK	Political Groups	Disorganize	TF 1-7	JMC	TF 1-6	1 Patrols 2 CPs 3 AH-64	100700	TF 1-6	PSYOPS/ CA
3	STERLING	Local Populace	Influence	TF 1-7	PSYOP	TF 1-7	Radio Broadcast	090900	TF 1-7	PSYOPS/ CA
4	Fire Support	81 MM 006786	Destroy	TF 1-7 Q36	Man	TF 1-8 FA	Man 105 MM	(P) (I)	TF 1-8	TF 1-8
5	Maneuver	BMP 986439	Neutralize	TM A	Man	TF 1-7	1 M1 2 BFV	(P)	TF 1-7	TF 1-8
6	ADA	SA 8	Destroy	TM B	Man	TF 2-5	1 M1 2 Mtrs	(P)	TF 2-5	TF 2-5

Fires & Effects Capstone (OBC)

Dismounted Lanes:

Force-on-Force exercise integrating Offensive/ Defensive Scenarios as well as STRO

MISSION: 3-30 FA conducts Fires and Effects Capstone Exercise over a 48-Hour Period to prepare new officers to be effective Company Effects Coordinators and Forward Observers in the Force and in the Fleet (USA/ USMC)

CAS: Live CAS supported by USAF JTACs

Mounted Lanes: Live Fire Exercise that integrates Bradley/ Stryker/ Knight as part of TF Offensive Ops

**105mm Btry: Provides all Live Fire support for Mounted Lanes**

OPERATION AUSTRALUS COMFORT-SOSO Lanes

Battery Commander Exercise in a SOSO environment.
 Students must:
• **Develop troop to task based on guidance and intent from higher HQ**
• **Consider cultural differences**
• **Engage the local populous and leaders**
• **Deal with multiple non-state enemies using unconventional tactics.**

OPERATION AUSTRALUS COMFORT-SOSO Lanes
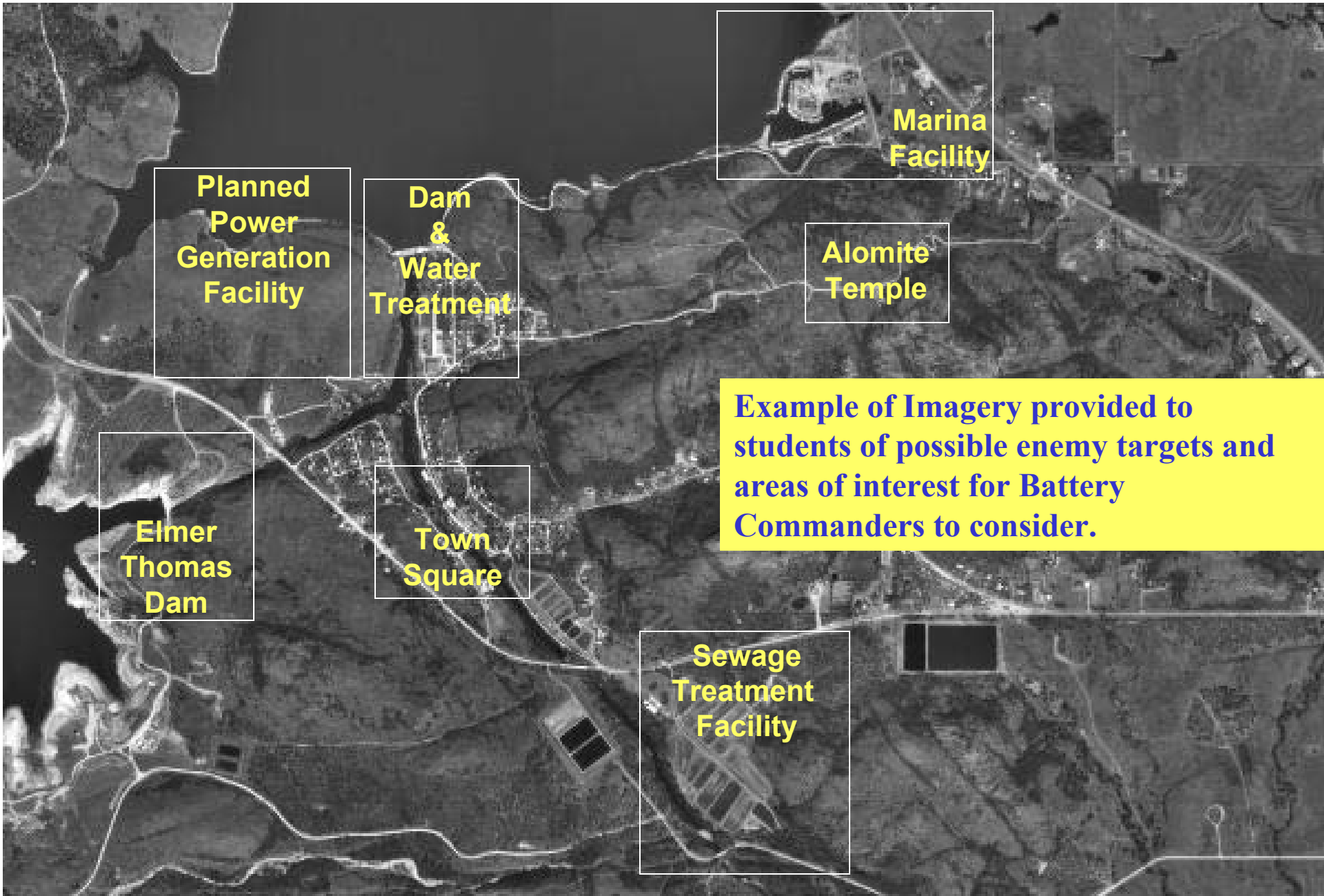
Marina Facility

Planned Power Generation Facility

Dam & Water Treatment

Alomite Temple

Example of Imagery provided to students of possible enemy targets and areas of interest for Battery Commanders to consider.

Elmer Thomas Dam

Town Square

Sewage Treatment Facility

GATOR SIX ELO: Formulate decisions based on immersive and interactive scenario as a Battery Commander.

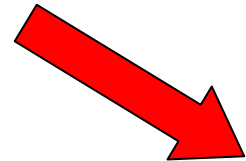**Focus Topics**:
- Know the Battery
- Mission vs. Morale
- Stress management
- Training Priorities
- Leadership Style
- Communication
- Creating Success Mindset

Disk 1:
Deploying Battery Commander of a M109A6 Paladin unit to a combat zone. Covers pre-deployment, arrival in theater and combat operations.

Disk 2:
Deployed Battery Commander of a M109A6 Paladin unit in a post combat environment conducting components of Stability Operations and Support Operations.

Focus Topics:
- OPSEC
- SOSO
- Security/ Force Protection
- Morale
- ISR
- Family Readiness

Discover what it takes to transform this mission into a success. You have to go back in time one month and make different decisions as the Battery Commander. To win, you must make decisions on five different days.

1st Day Predeployment

2nd Day Predeployment

14th Day Predeployment

Arriving in Country

Going to War

The Agile Fires and Effects Leader

Discerns/ Integrates →
Identifies Problems
Collects New & Relevant Information
Anticipates/ prepare for both likely and unlikely events

Decides/ Synchronizes →
Gives the maneuver commander best recommendation without waiting for 'perfect' SA.
Synchronizes the Fires & Effects Team

Detects/ Ensures Focus →
Proactive Targeting. Hit the enemy before he can hit us.
Focus the Targeting Effort– cannot strike everywhere

Delivers/ Effects the Tgt →
Acts quickly without waiting for a 100% solution.
Maneuvers past obstacles.

Measures Effectiveness →
Fully assesses the impact of decisions/ methods used to effect the target. Asks: Did we achieve the commander's intent?

- AND coordinates critical Information to maximize the potential of all Fires and Effects Team Members!

RFI Passes By The Training Base

- The first time soldiers see this equipment is in theater
- This often happens to BOIP of systems of record
- Soldiers are down-trained, or not trained on relevant equipment
  - Individual equipment and uniforms
  - Sensor equipment
  - Up-armored vehicles
  - Weapon systems
  - Munitions
  - Communications equipment
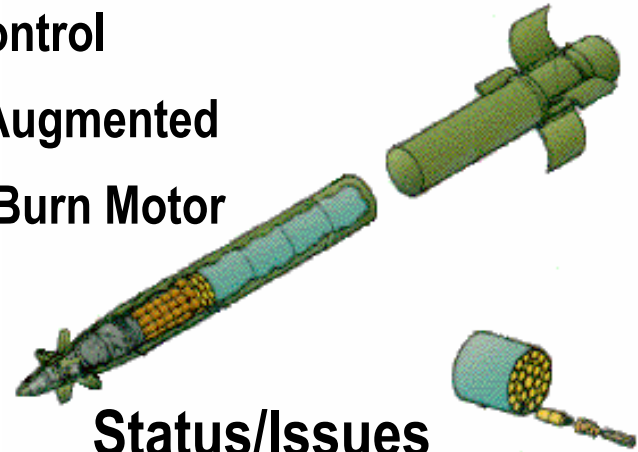
Guided MLRS Rocket

Requirements

- Maximum Range: 60-70 Km
- Minimum Range: 10-15 Km
- Improved Effectiveness
- Changed dud rate to <2% @ 20-60km and <4% @ <20 and >60km
- Objective is < 1%
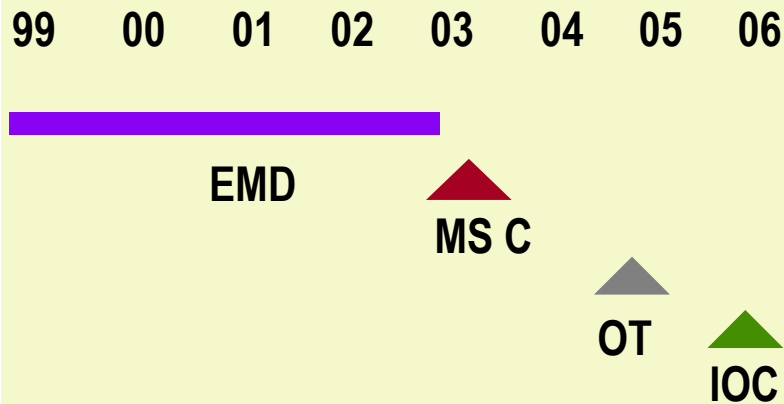
Description

- Inertial Guidance with Canards for Control
- GPS-Augmented
- Long Burn Motor

Schedule / Milestones

99	00	01	02	03	04	05	06

EMD

MS C

OT

IOC

Status/Issues

- Demonstrated Ranges of 16.8 – 74.5 KM
- Self-Destruct Fuze Tests Continuing
- OT Firings Completed Nov 04

Light Weight Counter Mortar Radar

LCMR

- L-Band
- 360° (6400 mils) Azimuth Coverage
- Range Coverage
  - Max Rg 6km Mortars
  - Min Rg 1 km

NO $ FOR DOCTRINE DEVELOPMENT AND NO LSI FOR LESSONS LEARNED, TTPs, WHITE PAPERS

- TRADOC Spending Moratorium on DD

- No LSI to capture LL and quickly turn around TTP Manuals (CALL, branch magazines, COPs (FKN), returning unit briefs)

- Schools institute LL and updates in a haphazard method

- Mobilization training is conducted via unofficial POIs and White Papers