



Developing Adaptive, Agile Leaders for the **GWOT**

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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!”

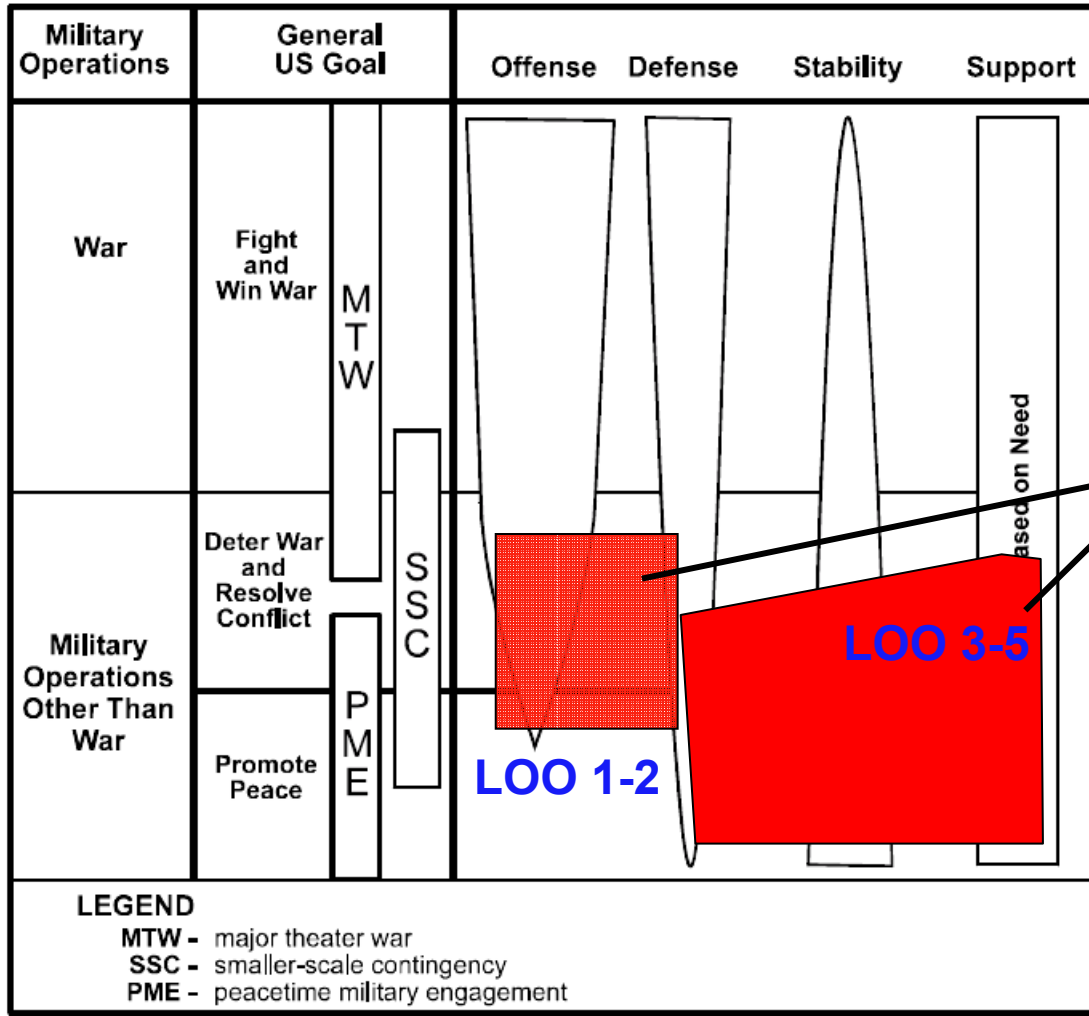
- DIRECT SUPPORT
- GENERAL SUPPORT
- GENERAL SUPPORT – REINFORCING
- REINFORCING

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



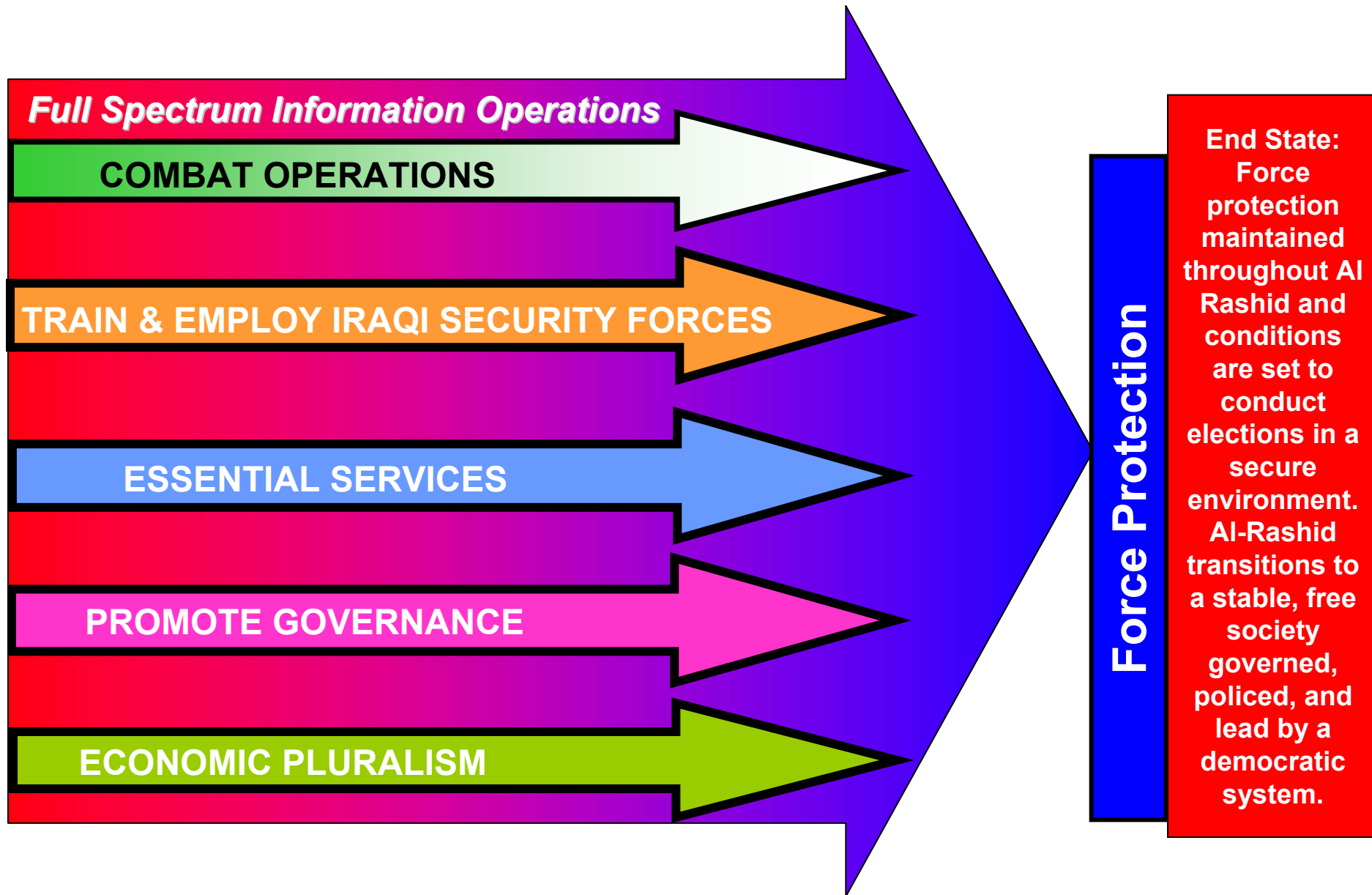
“Full spectrum operations are the range of operations Army forces conduct in war and military operations other than war [SOSO].” (FM 3.0)

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)

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

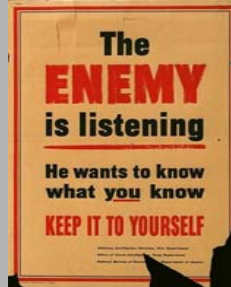
5 BCT LINES OF OPERATION



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



Ensure that IO is fully coordinated and integrated into the assigned operation.

- **Related Activities**

- Public Affairs
- Civil Military Operations

- **Information Management**

- **ISR**



Campaign Plan Methodology

- **Goal** – 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

- **Objectives** – A measurable achievement that supports achievement of the goal
 - **Measures of Effectiveness** . IO achievements that support achievement of the objective.

 - **Measure of Effectiveness Indicators**– 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

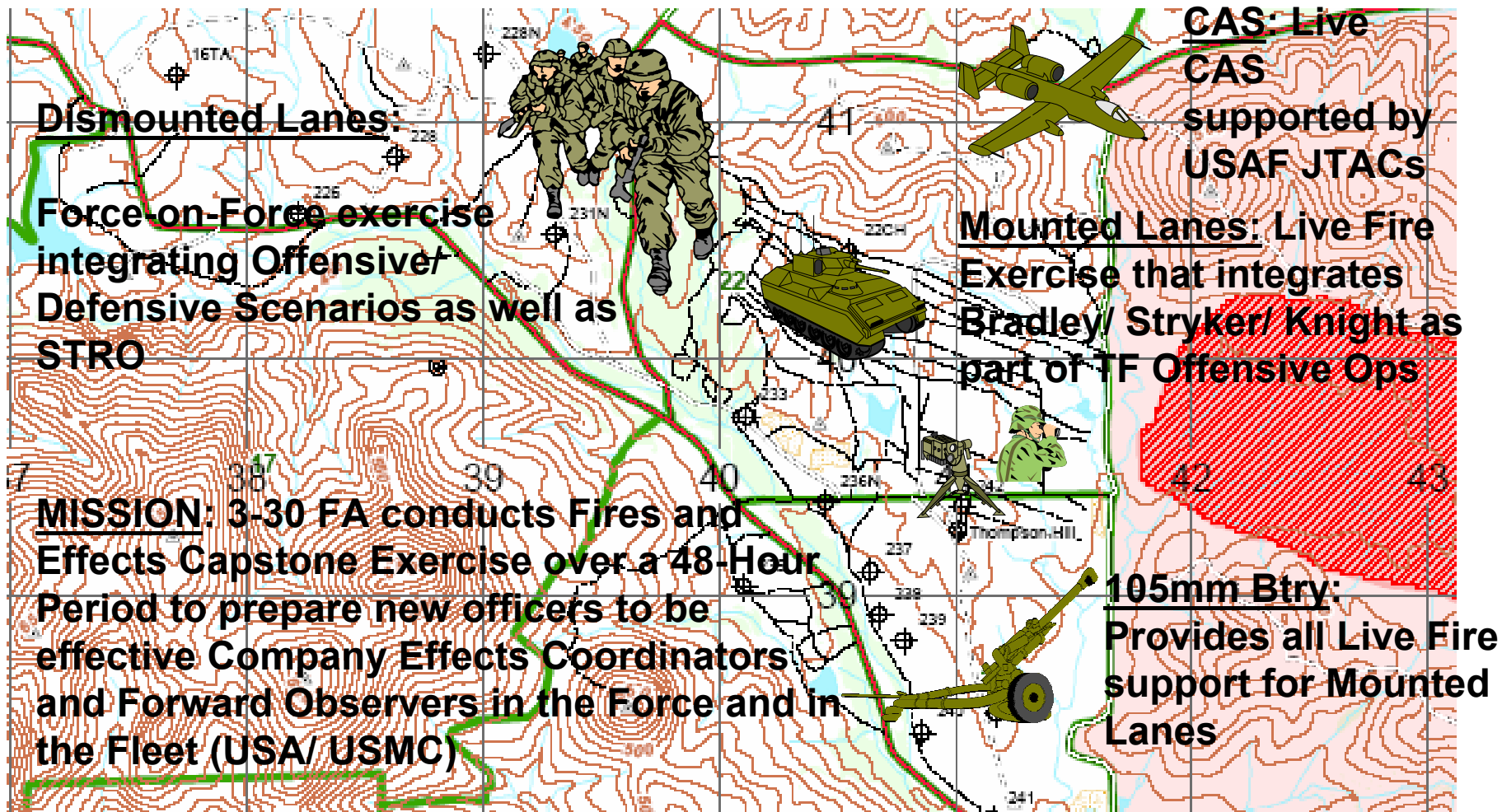
PHASE: II

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)



The image features a topographic map with various military unit icons and text overlays. The map shows terrain contours, grid lines, and several key locations marked with coordinates and names. The units and their descriptions are as follows:

- Dismounted Lanes:** Represented by an icon of four soldiers in a line. The text describes a "Force-on-Force exercise integrating Offensive/Defensive Scenarios as well as STRO".
- CAS:** Represented by an icon of a fighter jet. The text states "CAS: Live CAS supported by USAF JTACs".
- Mounted Lanes:** Represented by an icon of a Bradley Fighting Vehicle. The text describes a "Live Fire Exercise that integrates Bradley/ Stryker/ Knight as part of TF Offensive Ops".
- 105mm Btry:** Represented by an icon of a 105mm howitzer. The text states it "Provides all Live Fire support for Mounted Lanes".

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)

Map details include grid coordinates (e.g., 16TA, 228N, 226, 231N, 41, 22CH, 233, 236N, 237, 238, 239, 241, 38, 39, 40, 42, 43) and a location labeled "Thompson Hill". A red hatched area is visible on the right side of the map.

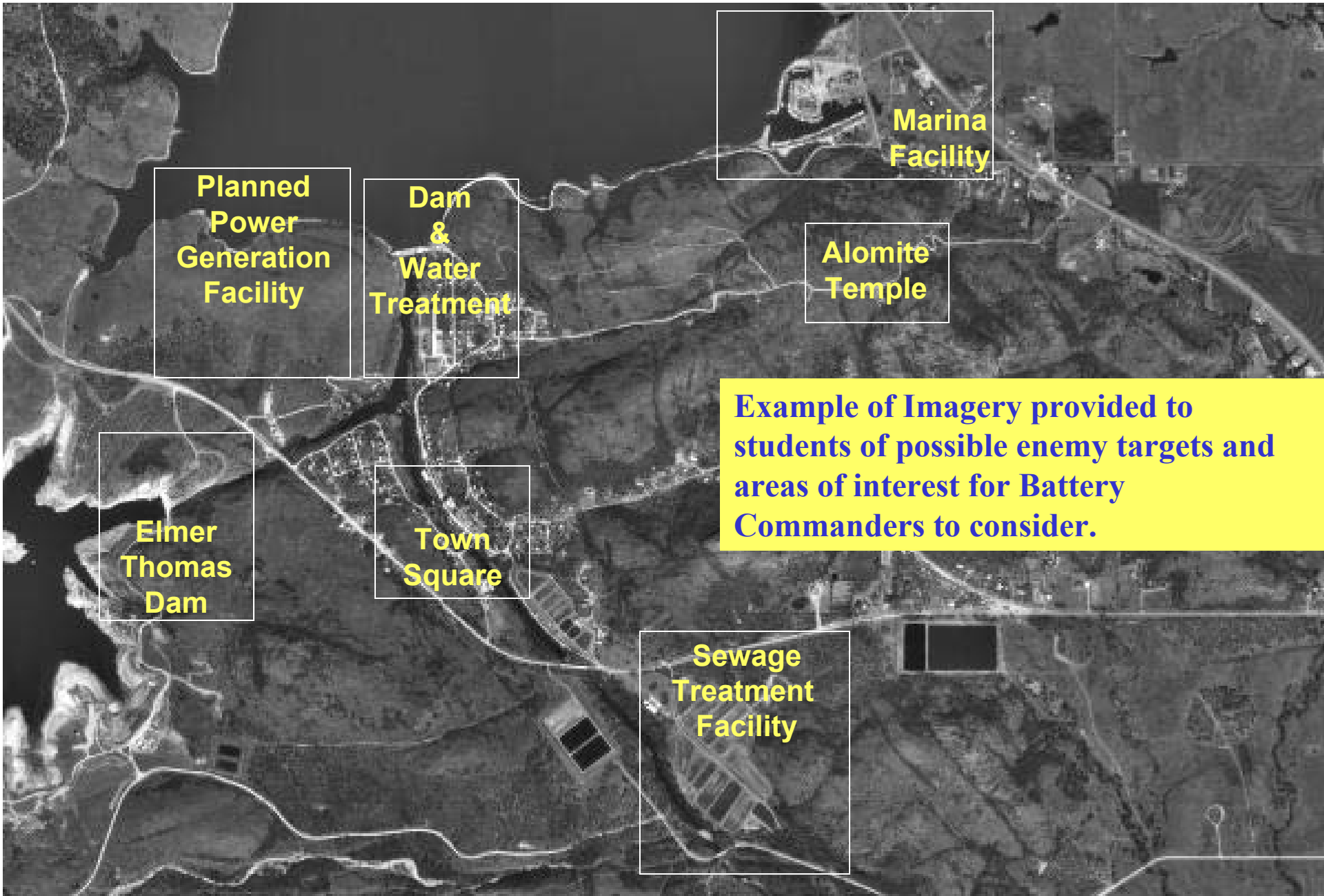
OPERATION AUSTRALUS COMFORT-SOSO Lanes

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



**Planned
Power
Generation
Facility**

**Dam
&
Water
Treatment**

**Marina
Facility**

**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.

Disk 1:

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

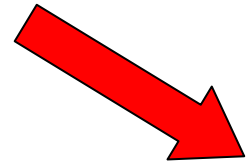


Focus Topics:

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

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





GATOR SIX Battery Command Virtual Experience

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.



AUSTRALIA

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



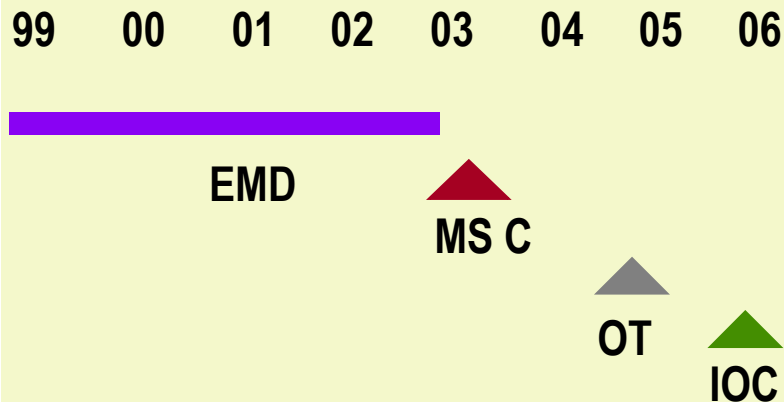
- The first time soldiers see this equipment is in theater
- This often happens to BOIP of systems of record
- Soldiers are down-trained, or not trained on relevant equipment
 - Individual equipment and uniforms
 - Sensor equipment
 - Up-armored vehicles
 - Weapon systems
 - Munitions
 - Communications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

Guided MLRS Rocket

Requirements

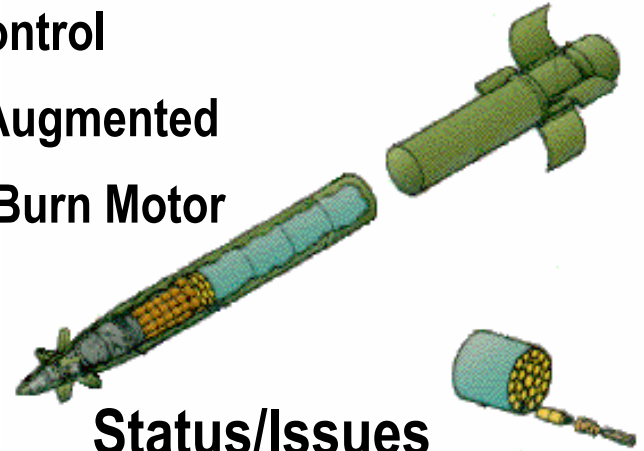
- Maximum Range: 60-70 Km
- Minimum Range: 10-15 Km
- Improved Effectiveness
- Changed dud rate to <2% @ 20-60km and <4% @ <20 and >60km
- Objective is < 1%

Schedule / Milestones



Description

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



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