

Chapter 4

COMMAND AND STAFF RESPONSIBILITIES AND PROCEDURES

RESPONSIBILITIES

This chapter discusses the sequence of actions (and the personnel responsible for those actions) that the senior Army commander conducts after receiving controls and constraints to nominate nuclear targets. Because the division does not normally nominate nuclear targets, its warfighting tasks are normally force protection and NBC defense from nuclear-weapons effects.

Procedures and actions for theater nuclear-weapons nomination are part of the command and staff action process. The commander and his staff consider factors and events unique to nuclear operations during the process. The NEAT from USANCA assists the Army commander. If the corps is a joint force land component command or a joint task force, responsibilities expand to include joint considerations.

The senior Army commander's concern is the nuclear-nomination process and nuclear-force protection. The division commander's concern is how enemy use of nuclear weapons will affect the division's scheme of maneuver when executing the corps commander's intent and when protecting the force.

THE DECISION-MAKING PROCESS

The decision-making process includes mission analysis; commander's guidance; COA development, analysis, and the decision; publishing the OPORD; and execution. The process is also used in organizing nuclear operations staff procedures.

NOTE: See Chapter 3 for a discussion of coordination and execution.

Mission Analysis

During mission analysis each staff agency maintains current day-to-day information necessary for preliminary nuclear-weapons considerations relat-

ing to its functional area. The following discussion lists staff elements and functions by event sequence.

The G2 staff's considerations include—

- Current or anticipated high-value targets, including ballistic and/or cruise missiles that have a variety of munitions (for example, weapons of mass destruction).
- Current threat antiballistic missile and/or anti-delivery systems.
- Weather data to facilitate weapons selection and fallout prediction and to evaluate effects on future operations.

The G3 staff's considerations include—

- Existing CONPLANS, OPLANs, OPORDs, and SOPs for nuclear nomination.
- The initial coordination between the FSCoord and the BCE for nuclear-weapons status.
- Constraints that higher headquarters imposes on the number and yields of nuclear weapons.

The G1 staff's considerations include—

- Plans for handling mass casualties in the event of the enemy's use of weapons of mass destruction.
- Coordinating with the medical brigade and or medical group for help with planning and handling contaminated patients. (See the FM 3-series manuals and FM 8-10-7 for handling biological and chemical casualties.)
- Battlefield nuclear warfare (BNW) implications on current personnel strengths.
- The current radiation exposure states (RES) of battalion-size units.

The G4 staff's considerations include resupply and reconstitution requirements based on enemy nuclear-weapons use.

The G5 staff's considerations include—

- Identifying population centers and preclusion data which would warrant preclusion from blast,

radiation, and thermal effects based on higher headquarters' constraints.

- Determining the current locations of civilians in the operational area.
- Conducting psychological operations (PSYOP) and providing information to civilian populations.
- Determining the status of noncombatants.

The FSCOORD staff's considerations include—

- Conducting nuclear planning.
- Nuclear-option planning criteria as stated from higher headquarters, plans, and SOPs.
- Integrating nuclear nomination plans with conventional operational plans and the scheme of maneuver.
- Integrating USANCA NEAT's analysis.
- Advising on the impact of US nuclear weapons on the enemy.

The NBC chemical center (NBCC) staffs considerations include—

- Identifying contaminated areas.
- Assisting in nuclear planning.
- Conducting nuclear vulnerability analyses.
- Maintaining the current assessment of threat capability to employ weapons of mass destruction.
- Developing a radiological monitoring and surveying plan.
- Predicting fallout hazards and how they might affect operations.
- Advising on the impact of enemy use of nuclear weapons on the civilian population.

The G6 staffs considerations include—

- Advising on how EMP will affect communications equipment.
- Advising on the availability and vulnerability of digital equipment.
- Advising on mitigation against EMP effects.
- Ensuring communications links are secure and operable for transmission of high-priority messages.

Commander's Guidance

Once the commander receives or deduces his mission, he conducts mission analysis. He restates the mission and expresses his clear intent on how to conduct the operation to support the campaign plan. Once he has been directed to nominate nuclear targets, he will need supplemental command guidance from higher headquarters. He will then pass the following elements of command guidance to his staff for conducting planning:

- The desired results of nuclear-weapons nomination.
- The priority and types of targets to be nominated.
- Identification of tactical contingencies that might require nuclear-weapons nomination.
- The desired degree of damage to enemy forces.
- Collateral-damage criteria for civilian protection.
- Restrictions on fallout from surface bursts.
- Constraints from higher headquarters.
- Other necessary constraints, such as troop safety or preclusion of damage to equipment and aircraft.

The commander and staff must also consider troop safety at all times in terms of degrees of risk and vulnerability. They must consider the risks associated with using a lower category of protection for each situation and weigh these against the achievable payoff (for example, a status of "emergency risk to warned protected" instead of "negligible risk to unwarned exposed" personnel).

Course of Action Development

Based on guidance for nuclear planning, each staff agency conducts its own estimate in support of the operation. The information the staff collects is then used in COA development. Each staff element checks its data for suitability, feasibility, acceptability, and distinguishability within its own area of expertise.

The G2 staff—

- Identifies potential enemy nuclear targets based on event templates and current intelligence.

- Determines an enemy's nuclear capabilities and his vulnerabilities to attack by any means.
- Evaluates friendly vulnerabilities to enemy nuclear-weapons use and how they would affect operational plans.

The G3 staff—

- Integrates nuclear and conventional weapons into a COA analysis.
- Modifies target-defeat criteria based on operational considerations.
- Identifies NBC defense considerations.
- Develops nuclear-nomination decision points for both offensive and defensive operations.
- Determines collateral-damage criteria.
- Determines requirements for unit replacements.

The G1 staff—

- Develops an estimate of casualties expected from an enemy nuclear-weapons attack.
- Estimates the impact of mass casualties on combat health support and mortuary operations. The medical brigade, medical group, and command surgeon's staff provides input to the G1 on the impact of mass casualties on combat health support.
- Determines the commander's guidance for radiation casualties to enter medical channels.
- Identifies personnel issues with respect to nuclear operations.

The G4 staff specifies COAs for logistics.

The G5 staff—

- Develops the civilian population center overlay.
- Develops the collateral-damage and preclusion-area overlays or lists.

The G6 staff—

- Develops an estimate of the situation for signal support.
- Establishes requirements for voice, data, and broadcast traffic.
- Provides the concept and visualizes signal support for the battlefield after the commander chooses a course of action.

The FSCOORD staff—

- Formulates nuclear options for each contingency the G3 identifies.
- Determines nuclear planning parameters.
- Receives preclusion data from the G5.
- Develops and refines nuclear analysis based on input from the USANCA NEAT and the corps targeting officer.

The targeting officer provides current operational information to the USANCA NEAT.

The NBCC staff—

- Prepares the NBC estimate.
- Provides expert information on nuclear effects, vulnerability analysis, and mitigation of enemy use.
- Coordinates the NBC warning and reporting system throughout the NBCC.
- Details passive measures to reduce friendly vulnerability.

At this time—

- Based on the information they exchange, the G1, G4, and G5 redefine their estimates.
- The G2 completes the intelligence estimate, including an analysis and listing of the enemy's current nuclear-weapons capabilities, and updates the target-collection plan.
- The G3 completes the operations estimate specifying the desired damage and determines how nuclear-weapons effects will impact courses of action.
- The FSCOORD completes his estimate and determines targets to be nominated (supported by a targeting officer and the USANCA NEAT) after considering—
 - The importance of the targets in priority.
 - The safety criteria for the weapons to be nominated.
 - The specific limiting requirements within the recommended course of action.

Course of Action Analysis

The staff conducts a quick initial staff analysis to identify COAs that are infeasible or not supportable. After discarding these, the staff conducts a detailed COA analysis that consists of—

- War-gaming COAs.
- Comparing COAs to determine which will best accomplish the mission.
- Presenting a recommendation to the commander.

The G2 staff—

- Examines how nuclear weapons will influence the enemy.
- Searches for indications of an enemy's intent to use nuclear weapons.
- Determines an enemy's likely reaction to the Army's nomination of nuclear weapons.
- Determines damage-assessment alternatives.
- Analyzes any indication of an enemy's intent to use weapons of mass destruction against friendly operations.
- Analyzes an enemy's probable reaction to the use of nuclear weapons against him.
- Analyzes the terrain based on friendly or enemy use of nuclear weapons and on the weather and how it will affect nuclear-weapons employment or mitigation.
- Analyzes damage assessments after nuclear detonation.
- Prepares an assessment of the enemy's capability to employ other weapons of mass destruction.

The G3 staff—

- Reviews and analyzes nuclear implications for the mission.
- Integrates nuclear weapons into COAs.
- Examines friendly nuclear capabilities and vulnerabilities.
- Formulates troop-safety, OEG, and collateral-damage factors.
- Formulates defeat criteria.
- Determines nomination decision points.

- Compares troop-safety criteria with the OEGs of battalion task forces and other battalion-size units.
- Analyzes vulnerabilities to an enemy's nuclear attack based on mass versus dispersion of battalion-size units.
- Assesses the impact of nuclear-weapons employment on an enemy's COAs.
- Compares various conventional alternatives to the nuclear-nomination process.
- Compares the effectiveness of nuclear and non-nuclear weapons.
- Coordinates with other staff members to create the decision support template (DST).
- War-games COAs for nuclear operations.
- Advises the commander on operational aspects of reconstitution.

The G1 staff—

- Assesses the potential for mass casualties. (The medical brigade and/or medical group and the command surgeon's staff provides input to the G1 on the impact of mass casualties on combat health support.)
- Reviews law-of-land-warfare considerations and requirements.
- Provides personnel input to the G3's reconstitution plans.

The G4 staff—

- Reviews the logistic implications of battlefield nuclear warfare.
- Provides logistic input to the G3's reconstitution plans.
- Examines the effect of nuclear weapons on logistic operations for each course of action.
- Conducts operational analysis and risk assessment, determining ways to minimize loss of logistics personnel and equipment.

The G5 staff—

- Determines the effects of BNW on civil-military operations (CMO).
- Reviews civilian casualty and collateral-damage parameters.

- Prepares the preliminary collateral-damage overlay.
- Compares information with each of the operational COAs on the locations of civilians.

The G6 staff—

- Compares digital support required to support each course of action.
- War-games actions when digital support is lost because of EMP effects.

The FSCoord staff—

- Examines nuclear-weapons effects of the mission.
- Examines the target analysis that the USANCA NEAT provides.
- Examines collateral-damage requirements.
- Examines nuclear operations and planning.
- Recommends target nominations to the commander.
- Recommends nuclear targets by military importance and priority.
- Specifies the impact of nuclear operations on fire support COAs.

The targeting officer assists the USANCA NEAT in target analysis.

The NBCC staff—

- Prepares fallout predictions required for nuclear nomination.
- Provides the G3 with technical data needed to develop vulnerability of friendly forces to fallout.
- Estimates predicted fallout effects on operations in respective areas of interest.
- Assists the G3 in force-protection planning.
- Evaluates friendly decontamination capabilities.

After the staffs briefing, the commander reviews their analyses, evaluates all estimates, and determines how nuclear-weapons use would affect the scheme of maneuver. This course of action comparison, which leads to a staff recommendation and the commander's decision, includes—

- The mission.

- The situation and the course of action.
- The commanders' estimate.
- The G2's and FSE's target-value analysis.
- The G3's analysis of nuclear-weapons effects.
- The commander's and staffs comparison of COAs.
- The decision.
- The statement of the commander's intent.

THE COMMANDER'S DECISION

Based on the staff's recommendation, the commander decides if a situation warrants nuclear-weapons nomination to accomplish a mission that might otherwise be infeasible. He must also determine the adverse impact on the mission by nuclear weapons.

NOTE: See Chapter 5.

Considerations affecting the situation and the course of action include—

- The area of operations (terrain and weather effects).
- The enemy's situation (his vulnerability to US nuclear weapons and the assessment of his capability and intent to use nuclear weapons).
- Readiness. (The ability of sister services to rapidly deliver nuclear weapons and to maneuver combat power.)
- Vulnerability. (Friendly vulnerability to nuclear weapons is a function of time and space; the commander must consider the degree of risk he is willing to accept.)
- Relative combat power (comparison of friendly and enemy nuclear weapons and maneuver combat power).
- Courses of action (defined in terms of what, when, where, how, and why).
- Reconstitution assessment of units.

During the commander's estimate, the commander and staff war-game each COA against the selected enemy capability. The commander

war-games each COA from start to finish and rehearses the plan. The G3 and FSCoord update nuclear targets for nomination during this process. The commander and staff must be alert for likely times and areas where the enemy might use nuclear weapons.

During the war game, the commander and his staff continuously reassess the vulnerability of the force to enemy nuclear strikes. The planner looks at the target he presents through the eyes of an enemy target analyst to answer such questions as—

- Does my force present a target that the enemy will decide is worth expending a nuclear weapon to destroy?
- Does the enemy have time to locate, analyze, and attack my force?
- Will my force move at such a high rate of speed that an enemy cannot attack it?
- Will my force be so close to the enemy that he will have to violate his own doctrinal constraints in order to strike?
- What type of weapon with what yield will the enemy use to attack my force?
- Will a nuclear-capable enemy's use of nuclear weapons at this location restrict his maneuver?
- Will my nomination of nuclear weapons at this location restrict my maneuver?

The G2's and FSE's target-value analysis determines—

- The perceived criticality of the targets.
- The ease of locating the targets.
- The relative ease of destroying the targets.
- The relative length of time of disruption of forces that could be expected from destroying the target.

The G3's analysis of nuclear-weapons effects includes—

- The probable enemy reaction.
- Critical events and how to achieve success.
- Nuclear recommendation of decision points.
- The advantages and disadvantages of nuclear-weapons nomination.
- Troop-safety constraints.

The commander's and staffs comparison of COAs weighs the advantages and disadvantages that emerge during the analysis. They make realistic assessments of the risks of probable enemy reactions during each phase of the operation.

After comparing COAs, the commander determines which will best accomplish the mission. He announces his decision. The commander amplifies his statement of intent with respect to conducting operations. (It is a critical requirement that subordinates must operate within the intent of the senior commander.) The commander's statement of intent includes—

- The effects he desires from the nuclear weapons he nominates (such as halting the enemy) or his decision not to nominate nuclear weapons.
- Constraints placed on the senior Army commander by the operational-level commander. (The senior Army commander reviews the nuclear option to ensure it follows the campaign plan.)
- Nuclear-nomination decision points.

The commander must identify decision points as early as possible because it is imperative that the G3, G2, and FSCoord know where such decision points might occur. They must also know the turnaround time for the decision process. There are two examples of discussion points in the planning sequence. One is at the operational level when nuclear weapons would be required to ensure the success of the campaign plan. The second is at a time when the command lacks significant maneuver forces and conventional combat power to accomplish a mission.

The commander's statement of intent also includes—

- Collateral-damage avoidance requirements, if different from the SOP.
- Damage assessment, if different from the SOP.
- The number of weapons recommended to accomplish the mission.
- A statement of the desired level of troop-safety risk. If the risk is not the same as in the SOP, it must be so stated.

PROCEDURES

Plans (Orders) Preparation

Based on the commander's decision, each staff agency coordinates and writes its portion of the OPLAN or OPORD and submits it to the commander for his approval.

The G2 staff—

- Integrates enemy nuclear capabilities intelligence into the OPLAN.
- Identifies an enemy's BNW capability in the enemy situation intelligence annex of the OPLAN.
- Defines vulnerabilities to the enemy's nuclear capability.
- Defines enemy strengths against nuclear employment.
- Integrates nuclear operations requirements into the OPLAN.
- Defines the nuclear aspect of the mission and concept of operations.
- Specifies nuclear C² requirements.
- Defines nuclear troop safety.
- Develops plans for aerial radiation survey and monitoring assessments.

The G1 staff—

- Identifies procedures for handling BNW mass casualties.
- Identifies personnel replacement and unit reconstitution requirements and priorities under BNW conditions (assisted by the medical brigade and/or medical group and the command surgeon's staff).
- Identifies alternative administrative procedures in the event of automated data processing (ADP) capability loss.

The G4 staff—

- Integrates logistic considerations into the OPLAN.
- Provides logistic input to reconstitution plans.

The G5 staff—

- Publishes noncombatant demographic data and overlays.

- Specifies noncombatant casualty and collateral damage parameters.

- Identifies aspects of BNW to exploit by PSYOP.

The G6 staff—

- Provides the signal annex that integrates communications considerations into the OPLAN.
- Develops plans for positioning communications assets.

The FSCoord staff—

- Creates and publishes nuclear support plans with nuclear options.
- Identifies joint service nuclear planning coordination requirements.
- Develops plans to prevent collateral damage.
- Passes force-protection guidance to the divisions and to the analysts who determine WMD vulnerability.

The NBCC staff—

- Develops plans for monitoring fallout from friendly delivered nuclear weapons.
- Initiates planning to minimize effects.
- Advises on contaminated areas.
- Advises on decontamination.
- Passes STRIKWARN messages to the next lower echelon.
- Prepares fallout predictions required for nuclear nomination.

Approval and Issuance of the OPLAN (OPORD)

The corps commander approves plans (orders) and the nuclear option for each contingency in the plan. The option is then transmitted through the operational-level commander to the CINC for inclusion in his OPLAN. The CINC passes the option to the NCA for final approval and execution. The G3 is responsible for issuing the approved OPLAN (OPORD) to subordinate units.

SUPERVISION

Both the commander and his staff supervise the execution of the nuclear operation. To ensure that options follow the intent of the nuclear portion of the campaign plan, command supervision is continuous. Command supervision also—

- Continuously assesses the situation and updates the mission analysis and the concept of operations with respect to nuclear operations.
- Assimilates nuclear nominations information and instructions from higher headquarters.
- Updates nuclear guidance to commanders and staffs.
- Facilitates nuclear-planning coordination.

Staff supervision occurs at each staff level and each staff member supervises nuclear operations within his own area. The G2 maintains the status of an enemy's nuclear systems and updates target nominations for potential inclusion in the nuclear option. He coordinates and tasks intelligence-collection assets to provide BDAs. His staff—

- Coordinates nuclear-specific intelligence-collection efforts.
- Develops and publishes intelligence summaries on the enemy's nuclear capabilities.
- Provides detailed intelligence on nuclear target parameters.
- Updates vulnerability assessments.
- Maintains nuclear data on intelligence overlays.

The G3 supervises the dissemination of strike warnings by NBC elements. His staff—

- Coordinates nuclear planning.
- Assimilates and integrates all BNW data into information displays, including the radiation status, the effects of nuclear weapons on signal operations, mass casualty information, reconstitution efforts, and NBC reporting and dissemination data.
- Coordinates BNW situation updates.
- Synchronizes nuclear command and control.
- Monitors an enemy's BNW activity.

- Monitors the effects of nuclear weapons on the terrain and coordinates with engineers.

The G1 maintains casualty statuses, replacements, OEG, and RES. His staff—

- Maintains BNW-related personnel operations data on information displays.
- Monitors the casualty situation and coordinates BNW-related combat health support and mortuary operations.

The G4 maintains BNW-related logistic data on information displays.

The G5 maintains up-to-date information on civilian locations and status. His staff—

- Maintains data on noncombatant information displays.
- Updates and coordinates population density information with respect to collateral-damage parameters.
- The FSCOORD updates targets. His staff—
- Coordinates options planning efforts.
- Coordinates with the BCE and NALE to receive information concerning the nuclear weapons to be delivered.
- Coordinates with the G2 to recommend poststrike target analyses.

The NBCC staff—

- Maintains records concerning the RES of units and coordinates with the G1.
- Receives, collates, evaluates, prepares, and distributes NBC reports.
- Reviews the poststrike analysis damage assessment.

The signal officer advises the commander on protective measures taken against EMP effects.

The surgeon advises the commander on the medical effects of the nuclear weapons environment. He recommends initial nuclear triage criteria. The surgeon provides information to the G1 on CHS personnel requirements to maintain the support mission.

MISSION ACCOMPLISHMENT AND FEEDBACK

Mission accomplishment is the successful employment by sister services of nuclear weapons in support of Army operations. It is based on command and staff actions leading to the nomination of targets.

The commander and staff action process is continuous. Based on current operations and the commander's intent, the commander and staff refine the nuclear-weapons nomination process to ensure its optimal use. The commander's primary means of monitoring the battle is the feedback he receives from forces in contact with the enemy and from intelligence-gathering capabilities.

The command and staff action sequence ensures that the commander has the necessary up-to-date information to make sound judgments on nuclear-weapons operations. The key is the feedback received from the BCE for nominated targets and the NBC defense reports received from adjacent and subordinate units.

SUMMARY

The Army commander must be prepared to integrate nuclear nominations into his planning process

at any time. Both the commander and the staff have responsibilities to accomplish and procedures to follow. Their responsibilities range from target nomination to force protection. The framework the commander and staff use to accomplish the mission is the decision-making process. Each staff officer has certain considerations in the initial mission analysis.

Once the commander receives or deduces his mission he conducts his mission analysis and issues his command guidance. Based on the guidance for nuclear planning, each staff agency conducts its own estimate and participates in COA development. After developing and analyzing each COA, the staff identifies which to recommend to the commander. Based on the staff's recommendation, the commander decides if the situation warrants nuclear-weapons nomination. He then approves the nuclear option to be submitted to the CINC.

These procedures result in the preparation of plans and orders. The commander approves the OPLAN (OPORD) and the G3 issues the OPLAN (OPORD) to subordinates.