

Nuclear and CWMD Officers at the Corps Level: Establishing Task and Purpose

By: Maj. Dillon Lynch

Prior to 2023, Functional Area 52 (FA52) Nuclear and CWMD Officers were not serving on Army corps staffs. As of this writing, III Armored Corps, V Corps, and XVIII Airborne Corps each have one FA52 officer serving in different capacities within their organizations, however the position has not been formalized on authorization documents. Over the past 16 months, the author has served as the FA52 on the III Armored Corps staff. The ideas and concepts within this paper reflect the author's experience and personal views and do not reflect the views of the Department of Defense or the United States Army Nuclear and Countering Weapons of Mass Destruction Agency (USANCA).

Key Recommendations:

- **Resource the corps:** Acquire expertise in nuclear and countering weapons of mass destruction (CWMD) functions that enhance the corps' ability to enable the divisional fight and Combined Force Land Component Command (CFLCC) strategic end states by presenting the enemy multiple dilemmas.
- **Align with specific aspects of the DOTMLPF-P decision making framework:**
 - T – Training; Schools; Exercise Development; Exercise Evaluations**
 - Task: Nuclear and CWMD Planning
 - Task: Training and Training Management
 - Task: Site Assessment
 - Task: Targeting
 - L – Leader Development**
 - Task: Homeland and Foreign Internal Defense
 - Task: Survivability and Vulnerability Assessments
 - Task: Joint, Interagency, and Technical Liaison
 - Task: Professional Assessments and Writings
 - P – Personnel**
 - Task: Position Alignment
 - Task: Career Progression and Officer Selection
 - Task: Naming Convention
- **Take Action:**
 - Formalize MTOE authorizations:** Create formal authorizations on corps staffs for FA52 officers with Nuclear Targeting Analyst (5H) and Countering Weapons of Mass Destruction Advisor (D1) Army skill identifiers and Top Secret (TS) clearance within the CBRNE Directorate. Approve read-on for Sensitive Compartmentalized Information (SCI) and Critical Nuclear Weapons Design Information (CNWDI).
 - Integrate:** FA52 officers serve as integrators across echelons and warfighting functions for lethal and non-lethal fires, protection, and homeland defense operations and should not be constrained solely to planning.
 - Tailor responsibilities to the corps:** Accept responsibilities related to FA52 functional competencies that add capability, continuity, and readiness to the corps.

Introduction

In 2023, the Army Science Board published its findings on the Army's preparedness to fight and win on a nuclear battlefield. The report assessed:

"Overall, the Army's knowledge and experience to prepare for combat operations on a nuclear battlefield have atrophied and those with adequate expertise are not properly distributed across the force...The result is that Army readiness to conduct [Large Scale Combat Operations] LSCO when nuclear weapons are used is questionable. The existence of such a large gap in knowledge and training about what can be done effectively in LSCO involving low yield nuclear employment leads to ill-informed decisions related to manning, training, education, equipping, force development, hardening and survival, and treating and managing mass casualty events. Without strong leadership and effective action, the status quo belief that there is nothing the Army can do to prepare and respond effectively will perpetuate."

National Strategic documents, including the 2022 versions of the National Defense Strategy, National Military Strategy, and Nuclear Posture Review, emphasize the growing nuclear and CWMD threat posed by near-peer, WMD capable adversaries to the United States and the need for the Department of Defense (DoD) to prepare to operate in such environments.

As nuclear saber-rattling continues in Europe, East-Asia, and the Middle East and geopolitical landscapes continue to shift away from the status quo, the Army must be manned, trained, equipped, and prepared to conduct combat and sustainment operations under nuclear and CWMD conditions. Achieving preparedness requires synchronization to establish an effective combat force that is prepared and capable of operating against a WMD equipped adversary, not only in a post-event environment, but across the competition, crisis, and conflict phases of the conflict continuum.

To effect the required change, nuclear and CWMD knowledge and expertise, which has historically been relegated to the Joint and Army Service Component

Command (ASCC) levels or functional formations, must be resourced and integrated into lower echelons. Positioning FA52 officers at the corps level enhances readiness and improves integration and dissemination of nuclear information to lower echelons within the Army.

Focusing on Purpose

When establishing purpose, mutually supporting duties must be integrated with strategies that advance long-term goals and objectives and eliminate duplicated efforts. Justifying a Modification Tables of Organization and Equipment (MTOE) position requires the FA52 community take ownership of a set of duties and responsibilities within the corps to provide enhanced capabilities that achieve tangible results, have discernible objectives and have achievable measures of effectiveness. FA52 officer competencies (specifically, knowledge of nuclear weapons effects, nuclear and CWMD planning, and understanding US nuclear policies and adversary capabilities) are translatable to duties within the corps and provide the opportunity for individual and professional development. These duties must persist regardless of the officer within the role and, therefore, must be codified within the duty description of the FA52.

The Conflict Continuum and Contested Environments

"Army forces prepare to conduct operations in contested theaters prior to and during armed conflict, including in the United States."²

The Army must be prepared to operate in contested environments from home station through deployment operations and into large scale combat operations (LSCO). FA52 officers have responsibilities to the corps across the entire

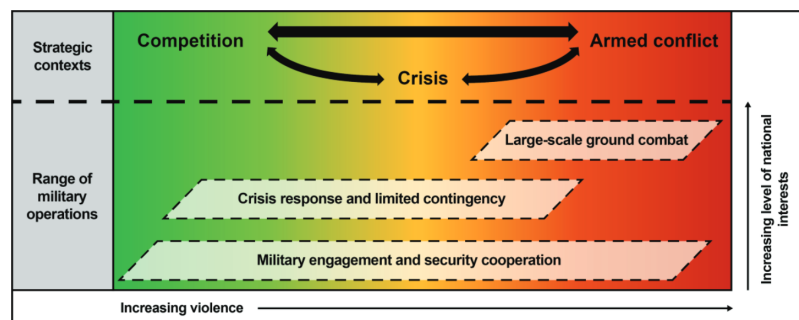


FIGURE 1. Army Strategic Contexts and Operational Categories.³

spectrum of the conflict continuum throughout all domains (air, land, maritime, space, cyberspace) and dimensions (human, physical, informational).

FA52 Corps Level Tasks

FA52 integration in the corps is novel. Individuals within this functional area are selected for their ability to operate at the strategic and operational levels. In Department of the Army Pamphlet 600-3 *Commissioned Officer Professional Development and Career Management*, the army outlines roles, responsibilities, and functions for FA52 officers at Army Service Component Commands (ASCC) and above echelons focusing primarily on generating force and joint force assignments.⁴ Corps are not listed within the career model and the only operating force assignment listed is within 20th CBRNE Command. When assigned to an operational headquarters, FA52 officers must fulfill functions across the continuum of conflict below the ASCC level. Each suggested mission set has a natural evolution and progression from competition through crisis and conflict. Figure 2 depicts a visualization of mission sets:

(T) TASK: NUCLEAR AND CWMD PLANNING

The responsibility for an FA52 officer throughout the planning process goes beyond simply accounting for nuclear detonation (NUDET) impacts to mission. FA52 officers must integrate across warfighting functions to ensure that each section is integrating nuclear weapons effects, counterproliferation efforts, and risk management strategies into planning. An FA52 officer must understand the operational environment, threat levels, troop locations, and convergence resources to best protect the force now and into the future. At the corps level, this requires active involvement throughout the planning process. One example of an FA52 officer's contribution to planning is reviewing joint orders and working with the G2 to develop the nuclear capabilities portion of Annex B and the CBRNE section to develop Annex E Appendix 10 (CBRNE/ Protection). At the joint level, there are additional annexes and appendices that become available when the corps is employed as a CFLCC.

FA52 officers further enhance corps readiness by incorporating nuclear and CWMD scenarios and CBRN defense interoperability into evaluations, exercises, and assessments. For example, an FA52 can assess operational and strategic documents, such as the

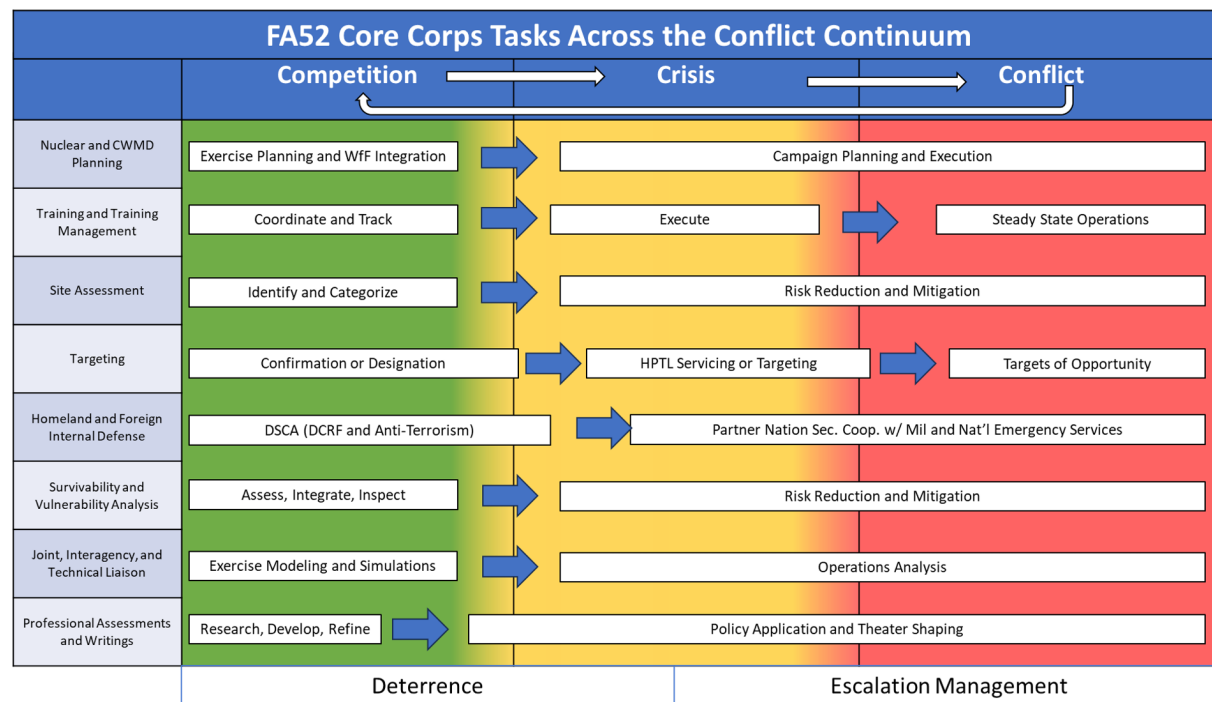


FIGURE 2. Created by the author.

Nuclear Posture Review (NPR) Implementation Plan, and incorporate relevant information and guidance into planning and orders production, translating aspects of these documents into corps level campaign plans, operations plans, contingency plans, training guidance, SOPs, battle drills, battle books, and smart books.

(T) TASK: TRAINING AND TRAINING MANAGEMENT

The *Army Science Board's Independent Assessment of the Army's Ability to Fight and Win on a Nuclear Battlefield* identifies a nuclear knowledge gap across the Army and emphasizes the importance of addressing this knowledge gap down to the lowest echelon - Soldiers. One way of transferring knowledge is through training and training management. To address the knowledge gap at the corps, an FA52 should focus on professional training and training management for corps and below staffs in nuclear and CWMD specific training. At the corps level, the FA52 officer develops a training regimen that enhances the corps' knowledge of nuclear and CWMD activities. When solidified, the training plan is codified and published in annual training guidance, setting the standard for the future training of the corps and its subordinate units. Once annual training guidance is established, training execution is tracked at the corps and validated during corps level exercises.

The validation process is dependent on resourcing evaluators, developing evaluation criteria, and certification by higher echelons, i.e. FORSCOM, Combined Arms Center (CAC Combat Training Center Directorate (CTCP) and Mission Command Training Program (MCTP). Validation creates a recognizable demand signal, which justifies resourcing additional FA52 positions within the elements that create and manage validation requirements as well as elements that provide training continuity and management across

corps. Once training is validated, the corps staff is certified for operations across the conflict continuum, where execution and steady state operations are conducted.

One training solution that would build corps capacity focuses on site assessment and targeting and identifying and mitigating risk. It consists of Theater Nuclear Operations Course (TNOC), Nuclear Infrastructure Assessment and Disablement Course (NIAD), Underground Facilities Course (UGF), CWMD Advisors Course, High-Altitude Nuclear Effects Course (HANE), and Protection Integration Course (PIC). The elements of the training plan are shown in Figure 3. The recommended training audience varies per course and traverses across several warfighting functions, and includes personnel from G2, G3, G5, G6, cyber and electromagnetic activities (CEMA), and Space. The list provides a baseline for building corps knowledge and capacity.

(T) TASK: SITE ASSESSMENT

Through the FA52 officer, the corps can gain the organic capability to assess nuclear facilities. FA52 officers, with the proper training, can process data collected by technical enablers, assess risks of identified WMD or special nuclear material (SNM), and collect information that is provided to the G2 and 20th CBRNE. With current force flow cycles, site assessment is necessary at the corps level to assist in planning and operations prior to the arrival of a Nuclear Disablement Team (NDT). Therefore, resourcing should be provided to support efforts for the corps to obtain an organic assessment capability.

In the future, this requirement can be filled by FA52 officers that have previously served on an NDT at 20th CBRNE Command or by allocating slots to inbound corps FA52 officers for the Nuclear Infrastructure

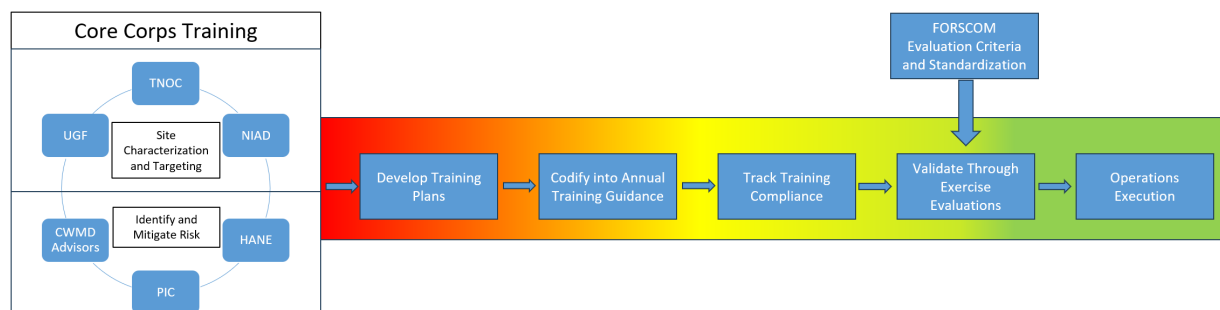


FIGURE 3. Created by the author.

Assessment and Disablement course at Idaho National Labs. Alternatively, an abbreviated training plan should be developed to ensure that inbound FA52 officers have the requisite knowledge. To remain proficient, an FA52 could participate in one major NDT training event each year. The ability to assess nuclear sites provides the commander a new capability and feeds directly into targeting cycles and force survivability.

(T) TASK: TARGETING

Within corps, providing CBRN targeting recommendations is the responsibility of the CBRN warrant officer in the corps CBRNE section. FA52 officers could enhance this capability by integrating with G2, Targeting, Joint Fires Cell, G39 (Information Operations) and cyber and CEMA for lethal and non-lethal targeting for conventional support to nuclear operations and counterproliferation targeting efforts. To support the targeting cycle, FA52 officers should become subject matter experts in underground facilities, also known as hardened and deeply buried targets and sub-terranean facilities. The security clearance requirements and network of personnel within the interagency, specifically the Department of Energy and Defense Intelligence Agency, that offer training to the FA52 community justify the task for an FA52. This subject matter can be combined with site assessment to enhance the capability of the corps to confirm targets, designate targets, service high pay-off target lists, and identify targets of opportunity.

Additionally, FA52 officers can integrate lethal and non-lethal nuclear targeting support to conventional operations. With augmentation, the corps is the lowest echelon that can serve as a Joint Task Force (JTF) or Joint Force Land Component Command (JFLCC) (absent a field army).⁵ According to the Nuclear and CWMD handbook, “echelons below the combatant command may or may not participate in the nuclear decision-making process but must still conduct parallel planning to integrate nuclear effects and potentially provide support to nuclear operations.”⁶ It goes on to state how nuclear targeting may occur in theater, specifically, “the combatant commander can provide planning guidance for target nomination to subordinate commands.”⁷ Therefore, as a JTF or JFLCC, the corps may be responsible for planning and coordinating nuclear weapon target nominations within a contingency force’s area of operation.

Although this requirement is outlined in the Nuclear and CWMD Handbook, the Army currently does not possess a nuclear capability and relies on the Navy

and Air Force to deliver nuclear payloads. With the retirement of the W84 nuclear artillery shell in 1992, the Army relinquished its only remaining nuclear weapon. However, as threats to the US increase and shift, ways to increase deterrence and manage escalation are being assessed which illicit further discussion on the subject. One analysis to consider is the 2023 Strategic Posture Commission report which states:

“The Commission recommends the United States maintain a nuclear strategy consistent with the Law of Armed Conflict (LOAC), based on six fundamental tenets—assured second strike, flexible response, tailored deterrence, extended deterrence and assurance, calculated ambiguity in declaratory policy, hedge against risk—and apply these tenets to address the 2027-2035 threat.”⁸

The report makes 81 recommendations, the most notable for the corps being:

“The U.S. theater nuclear force posture should be urgently modified to: Provide the President a range of militarily effective nuclear response options to deter or counter Russian or Chinese limited nuclear use in theater.”⁹

This recommendation supports the consideration of returning a nuclear capability to the Army to influence the strategic calculus of foreign adversaries, counter the technological advancement of both Chinese and Russian air and missile defenses, and provide a hedge against the risk of cyber sabotage and space-based warfare on strategic systems. The deployment of low-yield nuclear artillery shells would ensure targets are held at risk in a technologically contested environment. At which point, FA52 officers can increase focus on nuclear weapon employment targeting at the corps level because it will possess the assets capable of conducting low-yield nuclear strikes.

(L) TASK: HOMELAND AND FOREIGN INTERNAL DEFENSE

The 2023 Homeland Defense Policy Guidance, published by the Department of Defense (DoD), lists “ensuring resilience in chemical, biological, radiological, and nuclear response capabilities associated with homeland defense missions” as one of its six priority initiatives.¹⁰ The Defense CBRN Response Force (DCRF) contributes the Title 10 portion of the DoD CBRNE Response Enterprise (CRE). The CRE is a

DoD homeland defense response force that provides defense support to civil authorities (DSCA) in the event of a CBRN incident within the United States.¹¹

FA52 officers have an opportunity at the corps to support homeland defense by managing the nuclear relevant portion of the DCRF. FA52 officers are represented throughout the CRE, specifically at North American Radar and Air Defense / U.S. Northern Command, U.S. Army North (ARNORTH), and Joint Task Force–Civil Support (JTF-CS) and conduct DSCA operations related to the CRE while serving in these assignments. CRE and DCRF should be represented in the FA52 portfolio. DCRF consists of functionally aligned task forces. Corps validate that task forces are adequately trained and equipped for the mission set. Acting as a training coordinator on behalf of the Senior Mission Trainer, an FA52 engages with U.S. Army Forces Command (FORSCOM), ARNORTH, JTF-CS, and the other corps to ensure proper training and equipping is completed prior to mission assumption.

Managing DCRF at the corps level is an appropriate and valuable duty for an FA52 officer. The officer can assist the other staff sections by developing a professional understanding of the CRE. DCRF training coordinators directly interface with General Officers and ASCC staffs. Assuming the responsibility as an FA52 alleviates a duty requirement within the G3 that is typically tasked to the CBRN operations officer or 740 CBRN warrant officer. Focusing on DCRF enhances understanding of CRE capabilities, timelines, training, and expectations and develops the officer to perform similar duties within an ASCC, Combatant Command (CCMD), or within JTF-CS. Alternately, an experienced FA52 with prior CRE responsibilities will assume the position with advanced understanding and comprehension of the task. DCRF functionality is executed across the conflict continuum and translates to Foreign Internal Defense (FID) missions when DCRF operational understanding is mirrored into a Security Force Assistance Brigade (SFAB) train, advise, assist model which can enhance partner nation security cooperation engagements with foreign militaries and national emergency services. Managing DCRF also offers networking opportunities within the FA52 branch, as many of the requirements for JTF-CS are managed by FA52 officers.

(L) TASK: SURVIVABILITY AND VULNERABILITY ASSESSMENTS

Survivability and vulnerability assessments through the competition phase have three focus areas: base

vulnerability, inspection protocols, and exercise planning. FA52 officer contribute by assisting garrisons in DSCA planning for potential WMD events and working with the CBRNE section to enhance inspection and assessment protocols across warfighting functions—validating protocols through exercise execution and inspections. Throughout crisis and conflict, FA52 officers analyze nuclear detonation (NUDET) impacts on combat power and force projection, electromagnetic pulse (EMP) effects on military systems, and work with the protection cell to mitigate WMD effects. Proper training on CWMD operations and high-altitude nuclear effects (HANE) allows the FA52 to establish procedures for survivability, determine appropriate inspection criteria, and test effectiveness through proper injects into exercise planning. An example protocol for mitigating factors for EMP effects would be to establish the appropriate distancing of command nodes, synchronizing hot/cold staggering of systems, requiring redundant equipment capabilities, and procuring EMP shielding devices (such as Faraday Cages).

Planning to mitigate EMP effects requires integration across warfighting functions and directly impacts G6, Cyber, CEMA, and Space. Throughout all phases of the conflict continuum, FA52 officers can use modeling and simulations to enhance the effectiveness of the corps. However, complications in system access begin to occur at the corps level. For example, Defense Threat Reduction Agency (DTRA) programs such as hazard prediction and assessment capability (HPAC) and vulnerability assessment and protection operations (VAPO) are not currently approved through the network enterprise center, access to TS information is restricted based on MTOE position and designation, and granting authority for CNWDI at the corps has not been defined. Therefore, USANCA and FA52 Proponent must determine and resource the appropriate level of assessment capability for an FA52 operating at the corps level. The level of analysis and assessment, as well as modeling and simulation capability, can then be designated a primary responsibility that is provided with the necessary training or be designated as a reach back requirement for the FA52 to request through DTRA.

(L) TASK: JOINT, INTERAGENCY, AND TECHNICAL LIAISON

The FA52 officer serves as the corps primary contact for resourcing corps and below staffs with nuclear and CWMD planning support tools. As a Joint/Interagency liaison, FA52 officers can leverage the FA52 network across the DoD enterprise to assist staffs in nuclear and

CWMD planning. The FA52 community has developed a dedicated reach back capability that can pull technical data from across the nuclear and CWMD enterprise. FA52 officers are encouraged to communicate directly with DTRA for maximum efficiency. Establishing the reach back connection is vital for decision-making, bringing the science and understanding forward to the front lines and allows the FA52 officer, and other key corps staff members, to retrieve the information and knowledge required to establish procedures, develop inspection criteria, and conduct modeling and simulations that aid in the understanding and assessment of corps capabilities and vulnerabilities.

Throughout the conflict continuum, technical reach back provides the modeling and simulations required for exercise planning and operations execution. The liaison and technical reach back capability could be further enhanced with FA52 representation at FORSCOM, which would ensure continuity and standardization across corps.

(L) TASK: PROFESSIONAL ASSESSMENTS AND WRITINGS

As a member of the profession of arms, officers should continuously seek to improve their knowledge, skills, and abilities within their selected fields. Part of being a professional is understanding the impact of current events and new developments within your designated field on the current and future operational environment. This is achieved through professional research and staying up to date with news, information, and intelligence. Through personal research, the FA52 community network, and intelligence briefings and assessments, FA52 officers can provide valuable insights to corps commanders on nuclear and CWMD information that impacts the corps, its deployed units, and the future battlefield environment, whether that pertains to policy, technology, tactics, or information across the spectrum of Diplomacy, Information, Military, Economic, Financial, Intelligence and Law Enforcement (DIMEFIL). FA52 officers disseminate this information to the commander by providing analysis for the commander's intelligence summaries. This affords the commander the opportunity to request a deeper discussion on items of interest. Through crisis and conflict, an FA52 applies nuclear policy knowledge to theater shaping operations. Resourcing the information necessary to develop appropriate analysis requires access to systems and information at restricted classification levels. This will be resolved when the position is properly placed on the corps MTOE.

Annotation and documentation of the progress of the FA52 program should be maintained throughout the duration of the officer's tenure at the corps. Insights garnered will then be developed into future white papers and used to improve the efficiency and capability of the corps to conduct nuclear and CWMD planning and associated operations. Likewise, items of interest to the commander provide a unique opportunity for an FA52 officer to conduct further professional research and writing for potential publishing. If applicable, the officer may devote time to continue higher level education sponsored by USANCA, specifically the online graduate certificate programs offered by the Air Force Institute of Technology (AFIT).

(P) TASK: POSITION ALIGNMENT

"Because echelons below service component commands do not normally nominate nuclear targets, their tasks are normally force protection and CBRN defense from nuclear weapon effects."¹²

No guidelines, including existing corps MTOE, exist that direct where the corps FA52 officer serves. This provides an opportunity to shape responsibilities, duties, and expectations and determine where to best support the corps commander's objectives. The Army Strategy for Integrating Nuclear Implications into Conventional Operations, published in 2022, emphasizes the importance of synchronizing conventional and nuclear planning, which aims to improve the conventional force's ability to operate in and through nuclear environments, conduct post-strike recovery, enhance interoperability, and generate and integrate conventional options into and in lieu of nuclear employment.¹³

The expertise in integrating, synchronizing, and ensuring the training and readiness of the forces necessary to operate in WMD contested environments at the operational and tactical levels resides in the CBRNE section, where the combination of chemical and explosive ordnance disposal personnel help prepare the force to operate in CBRNE environments. The incorporation of an FA52 officer enhances these capabilities by providing technical expertise with a strategic and operational focus. Additionally, the CBRNE section is responsible for resourcing and validating corps CBRNE readiness. Since the infrastructure and expertise are already established, it is beneficial for an FA52 officer to work in the CBRNE section, and its established systems and processes, to enhance corps battlefield threat and hazard mitigation.

Within the CBRNE section, FA52 officers provide the most value to corps and their subordinate divisions when aligned with the Protection warfighting function. According to ADP 3-37 *Protection*, during large-scale combat operations, “commanders and staffs deliberately plan and integrate protection capabilities to preserve combat power, mitigate identified vulnerabilities, and exploit opportunity.”¹⁴ The Protection cell is tasked with accounting for the protection of mission-related military and non-military personnel, equipment, and infrastructure throughout the offense, defense, and stability phases of an operation as well ensuring the preservation of combat power from the effects of threats and hazards.¹⁵

Arguably the most immediate large-scale threat to personnel, infrastructure and combat power lies in the employment of a nuclear weapon by an adversary because of its impacts in scope and scale across all levels of war. FA52 officers are critical to identifying risk and vulnerabilities to nuclear weapons, as well as identifying opportunities to exploit adversaries’ weaknesses and consolidate gains. When analyzing primary protection tasks from ADP 3-37, FA52

officers facilitate the execution of protection tasks and ensure protection tasks related to nuclear operations are executed across each warfighting function. Refer to Figure 4 for a comparison of some of the FA52 functions as related to protection tasks.

Protection as a mindset is undergoing a transformation across the Army. Protection is no longer focused on purely reacting to or defending against enemy actions. The future of the Protection warfighting function is concentrated on supporting and enabling corps and division schemes of maneuver through maintaining overmatch across domains and dimensions with the purpose of preserving combat power, denying enemy impacts on friendly activities, and enabling friendly access to the operational area.¹⁶ Protection must be oriented across time, space, and purpose and include equities from each warfighting function. The Army’s Protection doctrine offers an opportunity for the FA52 community to integrate more fully into corps and division operations. By aligning our functional area with the Protection warfighting function and protection enterprise at corps and divisions, FA52s can synchronize and advance CWMD equities across echelons. As nuclear

Primary Protection Task	FA52 Function
Risk Management	Understanding and advising on nuclear escalation risks and mitigations; nuclear weapon employment risks to mission and risk to force generation.
Anti-terrorism	Conduct terrorist threat/incident response planning for CWMD in depth in contested environments and ensure activities are aligned, resourced, and codified into operational plans through the protection section, G3 and G5.
Force Health Protection	Advise the commander and surgeon cell on operational exposure guidance (OEG) as directed from Combatant Commands (CCMD) and track implementation at corps and below.
CBRNE Operations	Nuclear infrastructure and delivery system targeting. Support intelligence and Fires through anticipating, projecting, and recommending lethal and non-lethal targets to protect the force from nuclear attacks. Provide intelligence collection analysis and target recommendations for spoiling attacks against enemy units and infrastructure.
Survivability Operations	Protection and mitigation from nuclear effects on personnel and equipment (OEG, electromagnetic pulse, blast overpressure, radiation etc). Mitigations include redundant systems, hot/cold dispersion, distancing, and shielding.
Population and Resource Control	Provides understanding on the psychological and physical effects of WMD employment on the local population and the potential impacts to operations.

FIGURE 4: Created by the author.

weapons, and other WMDs, have impacts across every domain and dimension, FA52 functionality naturally translates into the future vision of Protection.

As the Army and Joint Force focus on Multi-Domain Operations, staff members across warfighting functions are tasked with integrating across one another, regardless of positional alignment, to ensure convergence and protection effects are generated across the five domains and three dimensions. The integration and synchronization requirements across warfighting functions then adjust based on changes to the operational environment (OE). Therefore, the positioning of the officer is critical for proper alignment to ensure access to all warfighting functions across the changing OE.

With the advancement of technology, integration has become more easily executable and more widespread across staffs. To achieve specific objectives, operational planning teams (OPTs) are established and led by an organization of primary responsibility (OPR). OPRs are selected across the staff based on suitability for the specific objective, regardless of the time horizons established for execution. For example, the OPR for ensuring the Army Strategy for Integrating Nuclear Implications into Conventional Operations would be tasked to the CBRNE section. Responsibility would then shift to the FA52, supported by the leadership, guidance, and authority of the Protection Director, to integrate across staffs and develop measures of performance and measures of effectiveness for integrating the Army's strategy into corps and subordinate divisions.

There is a counterargument that suggests aligning the FA52 officer within the G5 planning section, however, since warfighting functions are meant to be represented in all integrating cells, assigning the FA52 officer in the G5 may not provide the flexibility necessary to adjust to changes in the OE. The rationale is that the FA52 officer will be able to effect long term change within the organization by aligning and incorporating higher echelon level planning into corps plans, which is better implemented when a corps is regionally aligned.

I Corps and V Corps are regionally aligned to INDOPACOM and EUCOM, respectively, and align their planning efforts with US Army Pacific Command (USARPAC) and US Army European and Africa Command (USAREUR-AF). These corps prepare to execute likely operational plans (OPLANs) within their aligned region. III Armored Corps and XVIII Airborne Corps are functional corps that deploy specific assets and capabilities across multiple areas

of operation. These deployed functional units are then aligned underneath the regionally aligned corps.

Functional corps do not conduct long term planning in the same manner as regionally aligned corps. As stated in Field Manual 3-94: *Armies, Corps, and Division Operations*, "if the corps is uncommitted to specific combatant commander requirements, it focuses on building and sustaining readiness to prevail in large-scale ground combat."¹⁷ The focus on ensuring readiness more fully justifies positioning the FA52 officer within the CBRNE section. In the event of large-scale combat operations (LSCO), the functional corps may become regionally aligned. Once that occurs, the location of the FA52 officer may change to meet the requirements of the changing OE, however, continuing to align the FA52 officer within the Protection warfighting function and the G3 better supports targeting cycles and integration with intelligence and allows the FA52 officer to consolidate gains by combining leadership, real time information, and analysis to deliver actionable decisions to the commander.

(P) TASK: CAREER PROGRESSION AND OFFICER SELECTION

The FA52 Proponent must determine the professional requirements and goals for an FA52 officer at the corps and set expectations for the community and the corps leadership. The expectations of the assignment determine the required experience level and effects the career progression of the officer assigned. The corps assignment is unique in that it interacts with the strategic, operational, and tactical levels. The combination of the complexity of corps operations and novelty of FA52 officers at the corps require an experienced officer in the role for success. Experience at the corps level and above or experience serving in an operational assignment, such as an NDT, would assist the officer in acclimating to the corps environment. An experienced officer will also understand USANCA goals for strategic messaging and be able to use acquired expertise to further FA52 contributions to the corps. Opportunities for success do exist for entry level FA52 officers, however, an entry level understanding of both corps' operations and the FA52 career field increases the risk of FA52 duties and responsibilities being executed inadequately. Additionally, experience and rank bolster the credibility of the position and promote a more effective and career positive evaluation and rating scheme.

An MTOE position should be established for an experienced FA52 officer within the corps CBRNE section. Another option is to convert the O-4/ 74A Deputy CBRN position to an O-5 FA52 position. There are currently two O-4/74A positions assigned to the CBRNE section— the CBRN Operations Officer and CBRNE Deputy. With current manning constraints, the Chemical Corps has limited ability to fill both 74A authorizations at most corps. As of this writing, and in contrast, the FA52 O-5 available manpower pools sit at 125%. The replacement of the O-4 CBRN Deputy with an O-5 FA52 offers additional experience, expertise, and authority to support the CBRNE and Protection Directors (O-6 CSL), while the CBRN Operations Officer continues to provide the CBRN expertise required to fulfill shop functions.

Whether the assignment is to serve as an entry or experienced position or as a broadening assignment into other aspects of the FA52 community, positioning an FA52 officer at the corps makes sense from a professional development perspective because it is one of the best opportunities for an FA52 officer to operationalize the functional area.

(P) TASK: NAMING CONVENTION

The naming convention of a position is important because it quickly alludes to the responsibilities of the position. The FA52 position title should encompass more than just planning because of the nature of the responsibilities and duties assigned. The title: Nuclear and CWMD Integration Officer depicts quickly and precisely the responsibility of an FA52 officer at the corps. The FA52 as an integration officer naturally integrates operational and strategic policies and plans, such as the Army Strategy for Integrating Nuclear Implications into Conventional Operations, across echelons and warfighting functions to inform operational and tactical level decision-making.

Conclusion

The addition of an FA52 officer at corps is meant to push nuclear and CWMD capabilities and knowledge closer to the units of action to enable decisive action and ensure survivability during large-scale combat operations. The stated plan is meant to progress that objective but requires buy-in from leaders across the Army for effective implementation.

Formalization of the FA52 position on the corps MTOE must occur to enable solidification of roles and responsibilities and to provide a sense of ownership for the officer and the corps. Resourcing is required across a spectrum of disciplines to fulfill operational functionality of the FA52 officer and enable the corps to acquire expertise in nuclear and CWMD operations. Specifically, the development of a comprehensive strategy and effective strategic messaging that outlines corps goals and objectives for nuclear and CWMD operations is required to progress further.

Upon strategy codification, exercise and evaluation criteria that validate a corps ability to meet the future requirements of the Army on the nuclear battlefield must be developed by higher echelons, at which time, training plans can be developed, approved, and funded that align with the evaluation criteria. The proposed solution is tailored to bring added capabilities and functionality to corps while broadening the perspective of the staff, encouraging dissemination of knowledge, and supporting DoD and Army objectives. ■

Author's Note: Ideas and concepts within this white-paper were developed and shaped through continuous professional development discussions with the former III Armored Corps Deputy CBRNE Officer, LTC Yulang Tsou. LTC Tsou has experience serving in both the operating and generating forces and CBRN policy development. Additionally, conceptualization and structural feedback was provided by COL (R) Andy Herbst, FORSCOM Homeland Defense and Chemical Surety Program Manager, COL (R) Barrett Lowe, USASOC G3 CWMD and C2TID CWMD/CBRN Planner, and LTC James Bowen, USANCA Education Branch Chief.

DISCLAIMER: The views and opinions expressed in this article are solely those of the authors and not necessarily those of the U.S. government.

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Notes

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