

Chapter 5

Command and Control

The command of CA units and control of CA operations require a clear, definitive C² structure. Unnecessary layering of headquarters can decrease their effectiveness. CAPSTONE alignment provides focused C². The mission, scope of operation, security considerations, signal capabilities, and degree of CA authority granted to military commanders are only a few of the factors when establishing command relationships.

Because of CA mission capabilities and force structure. CA commanders frequently become involved in joint and inter-agency coordination. They must understand the U.S. organization for national security (FM 100-25, Chapter 4) and the concept of joint and combined military operations (Joint Pub 3-0).

COMBATANT COMMAND ORGANIZATION

Unified commands have assigned forces of two or more services and have broad, continuing missions (for example, PACOM and SOUTHCOM). Specified commands are normally composed of forces from one service and also have broad and continuing missions.

Peace

The regional CINC accomplishes his political and military missions within the limits defined by U.S. and international law, U.S. national policy, and applicable treaties and agreements. The degree of CA authority influences his dealings with foreign governments in the theater of operations.

In countries where no U.S. diplomatic representatives exist, the regional CINC can, within U.S. national policy, contact the government directly and advise, assist, coordinate, or exercise control.

When U.S. diplomatic representatives are present in a foreign country, an executive order defines the relations between them and the CINC. During peace, all agencies in a foreign country (less military forces in the field) are subject to the authority of the U.S. ambassador. After the ambassador approves the introduction of forces, U.S. diplomatic representatives coordinate activities through the country team.

The regional CINC provides guidance to ensure consistency and continuity of CA operations. The joint staff officer with CMO responsibility, normally the J3 or J5, assists the CINC in—

- Conducting national-level liaison.
- Negotiating international agreements.
- Formulating CA policy and guidance.
- Determining CA requirements and objectives.
- Performing CA-related analyses.
- Providing technical supervision and staff management over subordinate CA elements.

The CINC can delegate the authority to conduct CA operations to another commander—normally the Army component commander. The theater command normally retains authority for some CA activities, such as national-level liaison and negotiation of international agreements. Major subordinate commands develop CA supporting plans IAW the CINC's guidance.

War

During peace, CINCs structure their theater to control forces with the possibility of hostile action in mind. Close coordination between the combatant command's staff and the country team enables the commands to make the transition to war should that eventuality occur. Once hostilities start, the CINC must be able to—

- Receive reinforcements.
- Conduct the theater campaign.
- Terminate hostilities on favorable terms.

The CINC is responsible for planning the use of CA resources for his mission. If CA assets are not readily available, they are requested through the JCS. For further discussion, see Chapter 8.

The CINC incorporates allocated CA forces into his campaign plan and executes the plan to a successful conclusion in support of U.S. national objectives.

The COCOM is the command authority vested in combatant commanders by statutory law. Unless otherwise directed by the NCA, combatant commanders exercise command authority over all

military CA assets assigned to their command. In the exercise of COCOM, the combatant commander can—

- Exercise or delegate OPCON of CA forces.
- Give authoritative direction to subordinate commands and CA forces.
- Prescribe the chain of command for CA forces operating within his AO.
- Determine CA force requirements and operational priorities.
- Organize CA commands and forces, as required, to carry out assigned missions.
- Employ CA forces necessary to carry out assigned missions.
- Coordinate with service component commands and approve those aspects of administration, resourcing, and discipline that affect CA support of mission accomplishment.
- Establish and maintain appropriate liaison with USG agencies and FN and/or HN military and civil agencies.

The supported combatant commander may obtain, through the CJCS, essential CA forces required to execute plans in the same manner as other types of forces. In addition, individual CA personnel may deploy for assignment or attachment to SAOs and civilian agencies to provide skills for specific CA requirements.

The CINC may direct subordinate joint or service component commanders to exercise OPCON of CA forces operating in his theater. Depending on operational circumstances, a functional component commander may exercise OPCON. The senior CA force commander receives OPCON in the same manner as a functional component commander, if warranted by the scope and technical nature of CA operations (for example, in supporting civil administration missions). Regardless of the commander exercising OPCON, the establishing directive should—

- Prescribe a clear chain of command for CA forces. It must include specific limits on the authority of subordinate commands.
- Avoid frequent changes of CA forces OPCON.

Provide for sufficient CA operations experience and skills to effectively plan, conduct, and support military operations.

When directed by NCA and through the CJCS, combatant commanders transfer OPCON of individual CA personnel or forces to allied or combined commanders.

UNITED STATES SPECIAL OPERATIONS COMMAND

The supporting mission of the USCINCSOC is to prepare assigned forces to conduct SO as required. USSOCOM is the unified combatant command for SO (Figure 5-1). All SOF based in CONUS are assigned to USCINCSOC. USSOCOM has no geographic AOR but acts as a supporting CINC by providing

mission-ready SOF to the regional unified commands, CA units are under the COCOM of USSOCOM until assigned to a regional combatant CINC. USSOCOM coordinates with the unified commands to ensure valid use of CA units during peace and to support CMO during other SO activities.

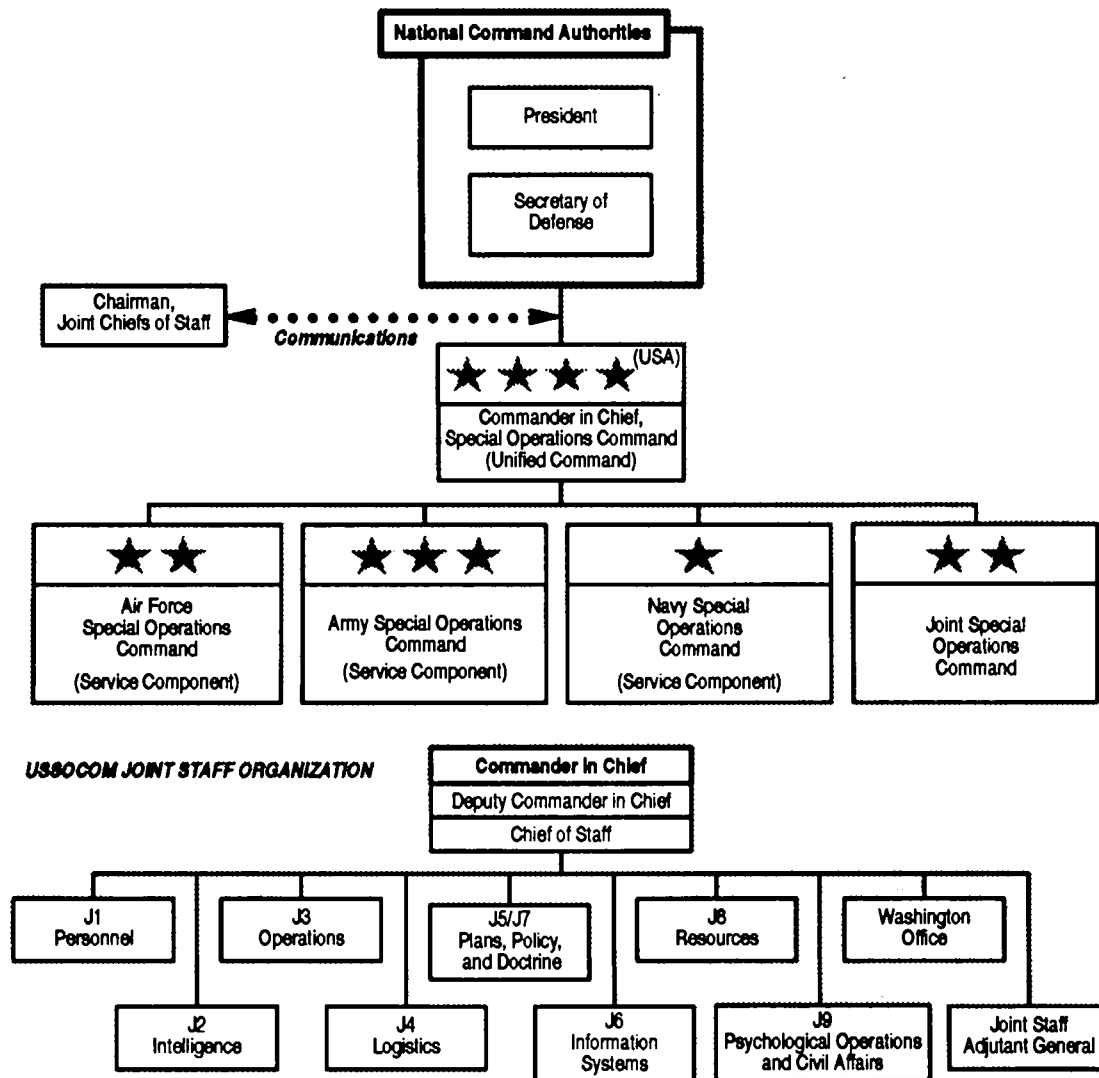


Figure 5-1. USSOCOM organization.

U.S. ARMY SPECIAL OPERATIONS COMMAND

USASOC is a MACOM and the Army component of USSOCOM (Figure 5-2, page 5-5). Its mission is to command, support, and ensure combat readiness of assigned and attached ARSOF. As a MACOM, its primary focus is policy development, long-range planning, programming and budgeting, management and distribution of resources, and program performance

review and evaluation. When directed, USASOC provides CA units to the regional CINCs for employment. The USACAPOC is a major subordinate command of USASOC and commands the Army's CA and PSYOP units. USACAPOC alerts CA units for operational missions and validates USAR CA units during mobilization.

THEATER COMMAND AND CONTROL

When deployed, CA units are under the COCOM of the regional CINC (Figure 5-3, page 5-6). The CINC may retain direct control over the senior CA unit or further assign it to the TA. The senior CA unit in the theater may exercise C² of CA units. If OPCON of subordinate CA units is passed to the supported commander, command less OPCON is retained by the senior CA unit. The senior CA unit still provides technical and policy guidance to CA units at lower echelons reflecting the supported commander's intent. The corps and TAACOMs may exercise OPCON of CA brigades. Divisions, separate brigades, SF groups, and ASGs exercise TACON of CA battalions in their AO. Tactical mission and logistical requirements determine if

subordinate CA units are in DS or attached to supported units. CA units are routinely in DS, OPCON, or attached to supported units within the theater. They receive guidance and are under the staff supervision of the supported unit's ACofS, G5. On occasion, they provide the unit with CA staffing. In civil administration roles, the senior CA unit normally has OPCON of subordinate CA units in the AO. Usually CA senior headquarters will fall under the respective CINC's TA organization (Figure 5-4, page 5-6). Task organization of the forces within the theater of operations is the regional combatant CINC's responsibility. The CINC's mission requirements govern the task organization.

COMMAND SUPPORT RELATIONSHIPS

The NCA authorize reassignment of forces, to include all CA forces OCONUS through USSOCOM to the supported regional CINC. The unified commander exercises COCOM (or OPCON if attached) of his CA forces through the Army component or through a subunified command. In war, the TA has C² of the senior CA headquarters, corps, and the TAACOM. In a theater of operations during full-scale combat, CA units operate a command structure to meet unique requirements of the region in which U.S. forces are deployed.

CA teams provide support to the theater headquarters with CMO staff elements from the CA plans, programs, and policy team. The CA operational

planning team provides personnel to a component service headquarters or a subunified command. When another service component is within an Army AOR, the Army commander provides CA support. In this case, mission and resources will determine the team composition. The CA tactical planning team supports the functional commands or corps brigades.

NOTE: Although these teams are identified, they are in COMPO 4 status and maybe resourced only in the future.

A CA brigade supports (usually OPCON to) a corps and is OPCON to the TAACOMs in the staging and logistics area. In this role, the CA brigade usually depends on elements of the corps for unit-level support.

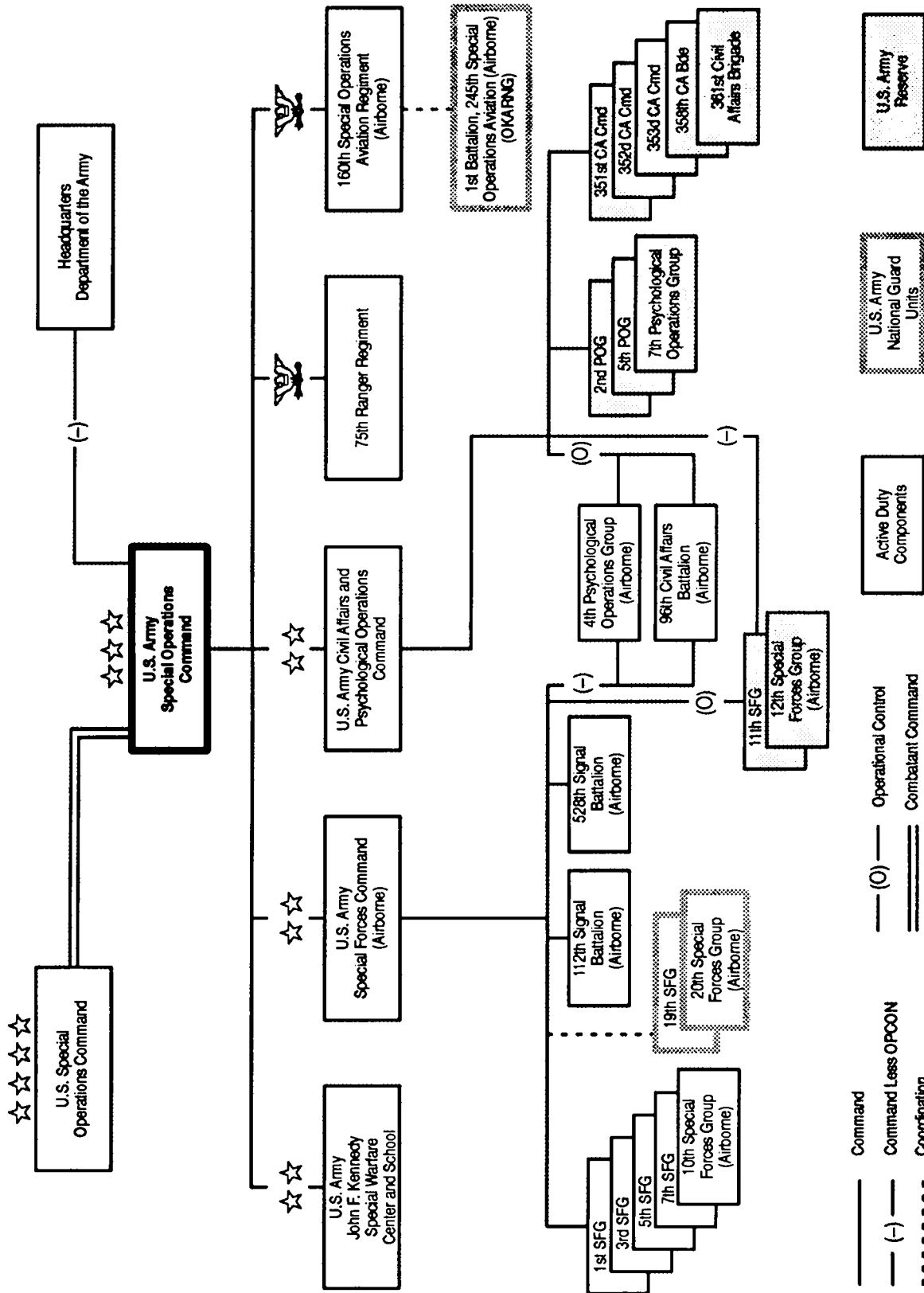


Figure 5-2. USASOC organization.

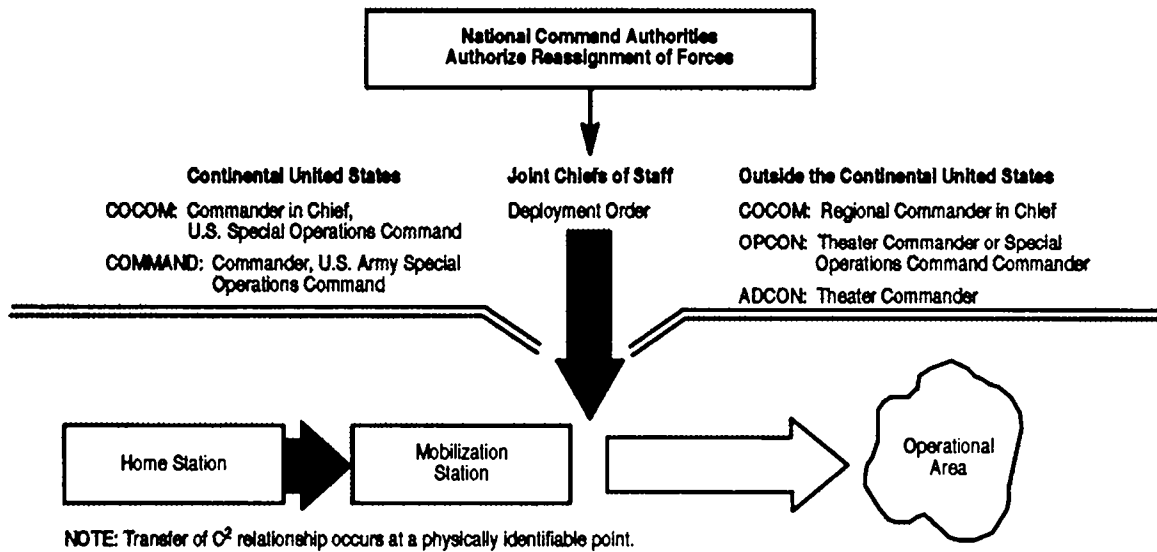


Figure 5-3. Deployment C2.

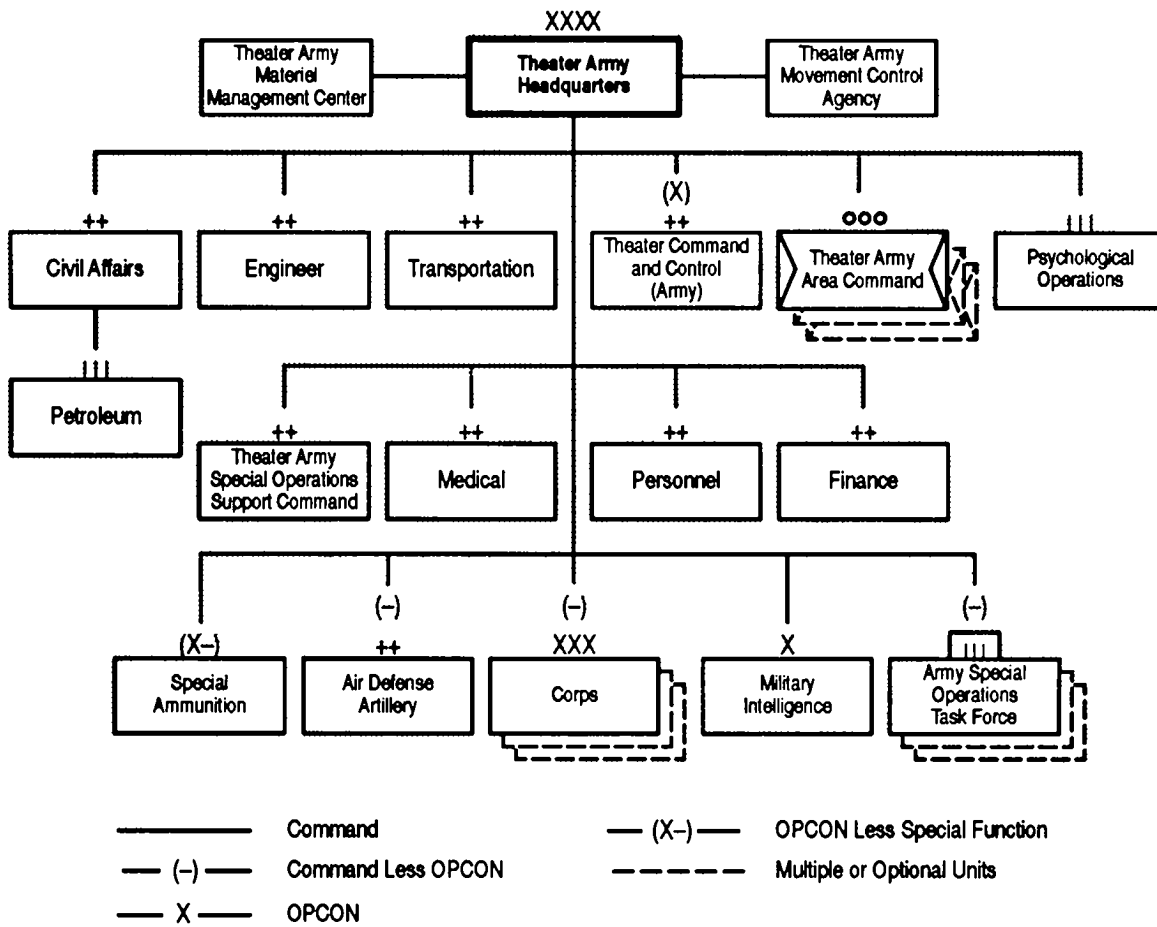


Figure 5-4. Type TA organization.

A CA battalion (GP or DS) supports a division or a separate brigade in the close battle area. The corps commander considers the level of development in the AO when collocating CA battalions (GP or DS) with divisions and separate brigades. CA battalions (GP or DS) provide CA capabilities required to support tactical operations. The GP battalion also provides support to a COSCOM or ASG(s). The GP battalion's capabilities in this support role are to—

- Identify and coordinate U.S. requirements for available indigenous resources, facilities, and FNS.
- Develop and implement plans to support the civilian populace from local resources.
- Minimize local populace interference with U.S. military operations.

The CA battalion (FID/UW) is primarily structured to support the TA SOC but may also be assigned to a TA, headquarters SF group, or a CA command. Capabilities include training, advising, and assisting SF detachments and indigenous personnel in support of FID and UW operations.

CA supports the TAACOM (Figure 5-5, page 5-8) and the functional commands (personnel, transportation, and similar commands). The TAACOM and its subordinate ASGs are area oriented with geographic responsibilities. The functional commands are mission oriented.

CA elements are tailored parallel to command lines. Tailoring must be consistent with the impact it will have on the supported command's mission. CA personnel assigned or attached to TA, TAACOM, functional commands, ASGs, and other group-level commands are more specialty oriented than those found at corps and below.

Close coordination between tactical planners and those planning CS and CSS is essential. Planners must consider all factors impacting on the mission. The availability of critical CSS may decisively influence combat operations. To provide effective support, the CA planner must understand the supported force's

mission. He must anticipate the supported force's requirements and assess its capability. He must also apply CA recommendations in a manner that will result in the most responsive support possible.

CA support to the TAACOM headquarters is generally PRC and FNS. Other assistance is provided based on the local government's needs and the military's capabilities. FNS activities focus on identifying and assisting in obtaining local resources based on the military need. Liaison with civil authorities is the basis for assistance and FNS. The number and types of subordinate TAACOM units depend on the number of corps and units within the TAACOM's AOR.

Units located in or moving through the ASG's AOR receive CA support from the ASG's CA unit. CA personnel assist in the coordination and integration of logistics area operations with civilian police, civil defense agencies, and local forces to ensure mutual protection and efficient use of resources. CA support may be centralized or decentralized in the ASG. When employed in centralized support, CA personnel fulfill CA needs by responding to the ASG commander. In decentralized support, CA teams are attached to major elements located within the ASG's AOR, for example, depots, ports, hospitals, and other facilities.

The theater CINC develops plans to attain assigned political and military objectives. He designates a CMO officer who develops the CMO theater concept of operation, CMO priorities, and broad CA mission statement for CA units. A broad CA mission statement, the large geographic area of a theater, and the variety of supported units make coordination difficult. CA commanders and units must understand the entire CS and CSS organizational structure within a theater of operations. The supported units must have a general understanding of the roles of CA units and the complexity of their missions. Therefore, CA planning must be flexible. Changing political and economic conditions will change CA requirements. Plans must allow for these changes with minimal disruption.

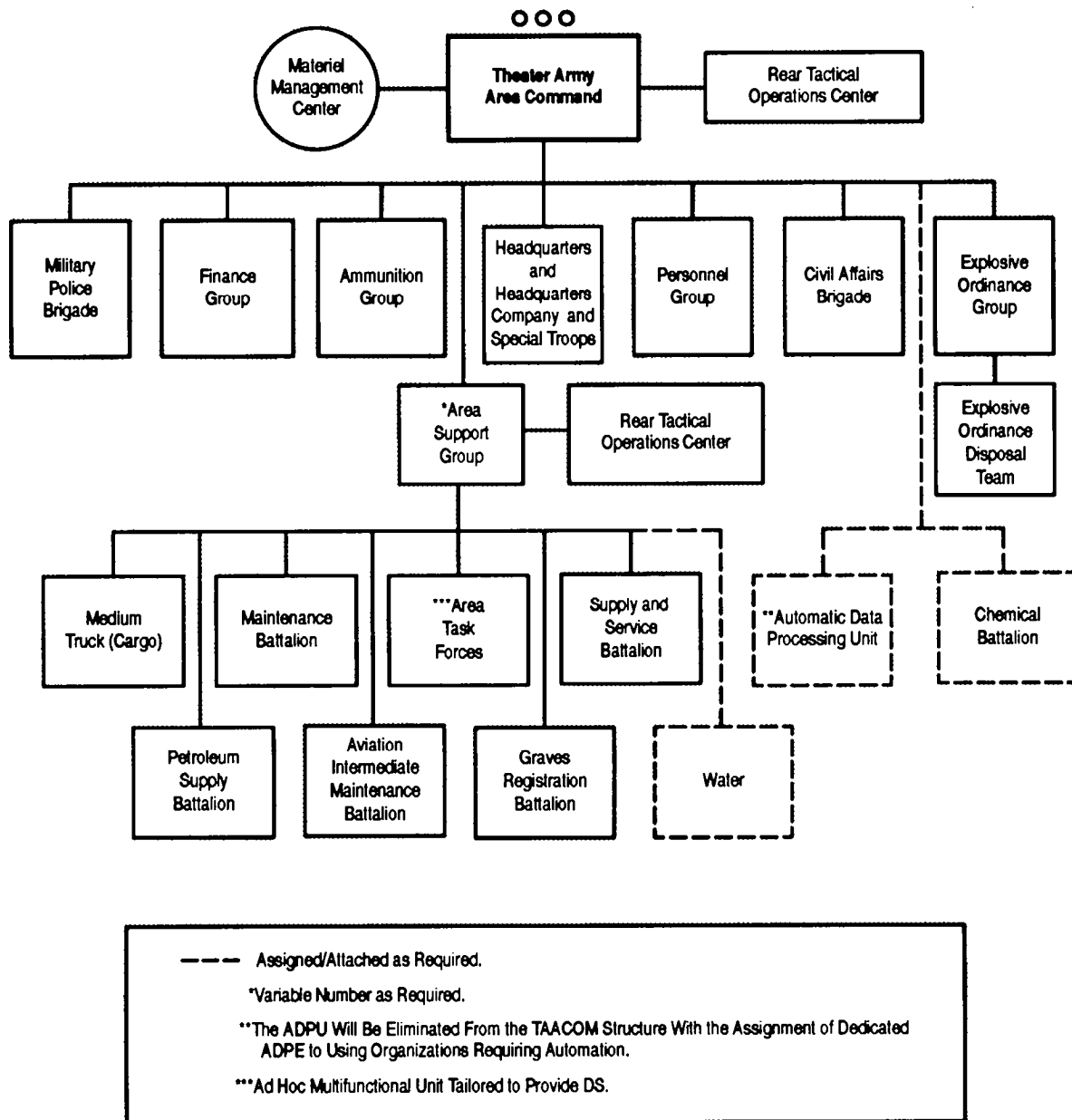


Figure 5-5. Type TAACOM organization.

JOINT AND COMBINED C²

A joint organization is composed of two or more services. Army CA units support joint operations, to include the USMC needs above those provided by the two USMC Reserve CAGs. Support is requested through the J3 who requests support through the theater commander. If the senior theater CA commander

cannot provide the support, the theater J3 then requests the needed support through the CJCS to USCINCSOC. See Joint Pub 3-57 for detailed discussion. In addition to operating as part of a joint force, the Army must be prepared for combined operations with land, air, and naval force of allied governments. Unity of command

in combined operations proceeds from the political and strategic leadership of the alliance. Allied governments normally develop directives covering a combined command's politico-military objectives. They include the objectives and policies for the conduct of CA operations. See FM 100-5 for a detailed discussion of combined operations.

CA in Joint Operations

The Army component may augment joint staffs with trained CA personnel. The Army will provide most of the CA forces used in joint operations.

Joint Task Forces

A JTF is organized to plan, conduct, and support military operations on a mission or area basis. It is established to accomplish a specific mission or campaign of limited duration but can exist on a more permanent basis. During war or prolonged conflict, the JTF may control operations in a specific portion of the CINC's AOR. A JTF may be a new organization but is often formed by augmenting an existing service headquarters with elements from other services. CA units or augmentation teams provide the CMO staff for JTFs. Command of supporting CA units is determined by the mission.

Joint Special Operations

Each regional CINC has a subordinate unified SOC. The SOC commander provides centralized OPLAN and direction of assigned and attached forces within the CINC's AOR. The CINC assigns or attaches forces necessary for SO missions to the SOC. The SOC commander exercises OPLAN of assigned and attached

CA units through a subordinate ARSOC or functional components and JSOTFs. In war, the SOC may become a combined organization, a combined organization is composed of personnel from two or more allied nations.

CA in Combined Operations

A combined command's organization may retain integrity of forces. The combined command commander allows the senior commander of each national force considerable latitude in conducting CA operations.

U.S. elements will comply with binational or international agreements that standardize CA operations, organizations, training, and techniques and procedures. Continuity and consistency of CA policy are essential. Early formation of suitable structure for formulating and directing combined CA operations is necessary. Liaison between the allied forces of the combined command is essential.

The senior CA unit in the theater (CA command or brigade) provides a CA staff to a combined headquarters as required. Composition of the combined CA staff will vary based on culture, language, and the specific mission activity supporting the combined operations.

The combined commander establishes policies that affect CA CS operations. However, responsibility for those operations remains with the supported U.S. commander. CA support of U.S. forces in unilateral or combined operations will be consistent with U.S. policies and directives.

CMO ORGANIZATION OPTIONS

The senior CA unit commander is a principal advisor to the unified or joint force commander. This CA commander recommends to the supported commander how to employ CA assets to meet the mission requirements. The senior CA commander supporting a regional CINC recommends organizational options for conducting CA operations. In some cases, where the scope and technical nature of operations require a CA functional command, the CINC may delegate the exercise of OPLAN authority to the senior CA commander. A specialized structure may be established

to exercise OPLAN of CA, PSYOP, CS, and CSS elements tasked to perform or support CA operations.

The CMOTF is a specialized element that, depending on the tactical military mission, could be formed to control CA operations in war. A CA command or CA brigade (plus or minus) will normally be augmented with other resources to establish a CMOTF. Resources can include CA personnel with specific civilian skills and additional engineer and medical support personnel. The CMOTF requires PSYOP assets or, at a minimum,

very close staff support relationships to accomplish its missions. In the final stages of Just Cause and Promote Liberty, the deactivation of the CMOTF resulted in an MSG being formed. The MSG, with a CMO staff, assumed the duties and missions of the CMOTF as well as additional responsibilities as directed.

The primary mission of CA units is to provide support to SOF and GP forces. Planners must keep in mind that

CA force structure and organic support is limited. Therefore, the most effective support relationship is for supported units, regardless of the C² arrangements, to provide basic support to the CA unit. This support includes logistics, intelligence, transportation, and other support as required. In another support option, the supported corps coordinates support for CA units through the TASOSC usually found in the TA.