

Fighting the BOS

—a chemical perspective

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This article presents a method of NBC planning, execution, and evaluation, using as a framework the battlefield operating systems (BOS). The matrix developed has been used during several Corps-level command field exercises, significantly aiding the Corps chemical staff in preparing the Corps for offensive and defensive NBC operations.

Battle Focus

FM 25-100 states that a battle task is "a mission-essential task that is so critical that its accomplishment will determine the success of the next higher organization's mission-essential task." As an organization trains, it must integrate the BOS into the successful accomplishment of these battle tasks. It's difficult, at best, to draw all the factors and resources contributing to a battle task into a

simple equation and plan the spectrum of actions to be accomplished.

Once an organization has established its mission-essential task list (METL), the commander and staff must battle focus "to derive peacetime training requirements from wartime missions." The commander and staff assess the state of training, and the commander then provides his training vision, goals, and training priorities. The chemical staff can then utilize the METL, the commander's intent, and the BOS to develop the strategy to integrate NBC into training.

Much has been written and long debates have taken place on the use and the utility of BOS. In the chemical community the loss of the NBC BOS was viewed by many as somewhat akin to the loss of a close loved one. Being optimistic, the words added to the BOS definition, "nuclear, biological, and chemical (NBC) must be integrated throughout each of the BOS," gives a chemical staff officer license to get into every staff and command channel, whether planning, executing, or

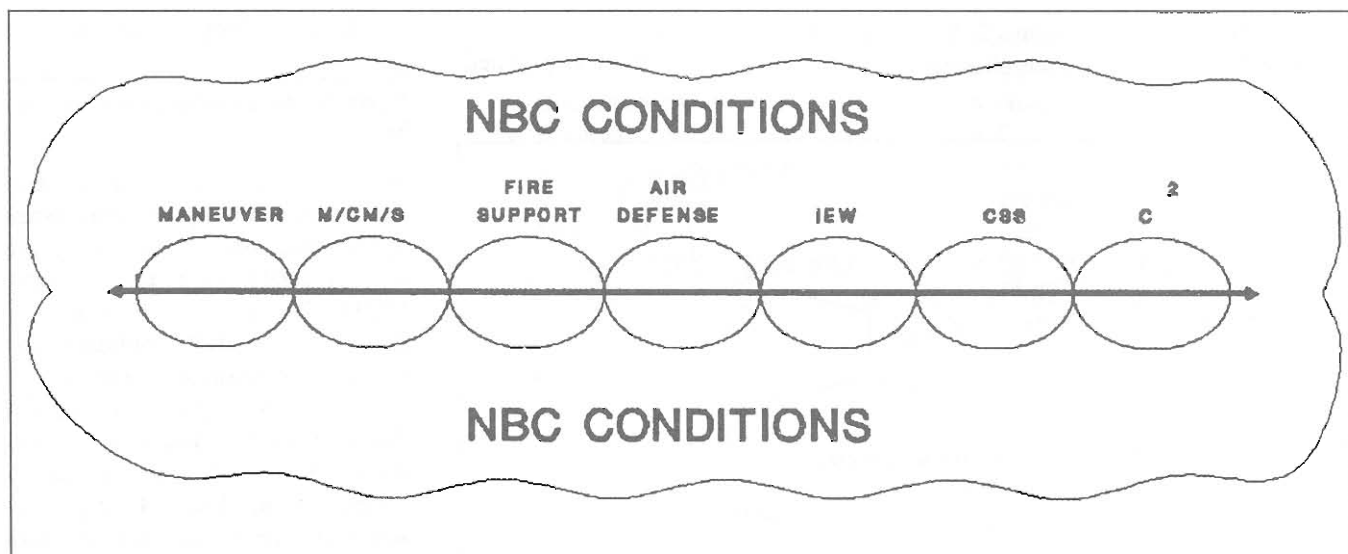


Figure 1. Battlefield operating systems.

FM 3-100						
FM 100-5 Basic Tenets		Avoidance	Protection	Decon	Smoke	Retaliation
	Initiative	Individual Skills	MOPP Flexibility	Hasty Decon	Hasty Smoke	Rapid Response
	Depth	Rear Area Vulnerable	Collective Protection	Dispersed Decon Units	Dispersed Smoke Units	Persistent Deep
	Agility	Warning and Reporting	MOPP	Hasty Decon	Mech Smoke	Strike Warning
	Synchronization	Minimize Impact of NBC	MOPP Supports Mission	Only as Necessary	Deliberate Smoke Tactics	Target Analysis Planning

Figure 2. NBC Doctrine supports AirLand Battle doctrine.

assessing. Utilizing the tenets of AirLand Battle, the doctrine of FM 3-100, and the III Corps METL, the III Corps chemical section implemented a battle mission versus BOS matrix for the planning, execution, and evaluation of Corps NBC operations.

BOS Matrix

FM 25-100 defines the interaction of the BOS and the effects of NBC conditions, shown in figure 1 (page 17). Current NBC doctrine of FM 3-100 supports the AirLand Battle doctrine in FM 100-5. The interaction matrix as developed by the USACMLS is shown in figure 2. The III Corps METL, which emphasizes

the offensive nature of III Corps' wartime mission, is shown in figure 3 (right). The contingency plans of III Corps are based on one basic European scenario. An oversimplification of that basic scenario is at figure 4 (below).

Analysis of each BOS with respect to NBC considerations is shown at figure 5. This list of NBC considerations is not all-inclusive and, indeed, there are many more in each BOS. However, this matrix provides a starting point to consider NBC conditions in operations or to jog the memory of the planner on what needs to be accomplished in each phase of the operation.

When an operation is planned,

- Executive overseas deployment (by air, rail and sea)
- Draw assigned POMCUS
- Occupy staging area
- Conduct tactical road march
- Conduct joint and combined close battle operations
- Conduct joint and combined deep battle operations
- Conduct joint and combined rear battle operations
- Synchronize combat power
- Sustain Corps operations

Figure 3. Corps mission-essential task list.

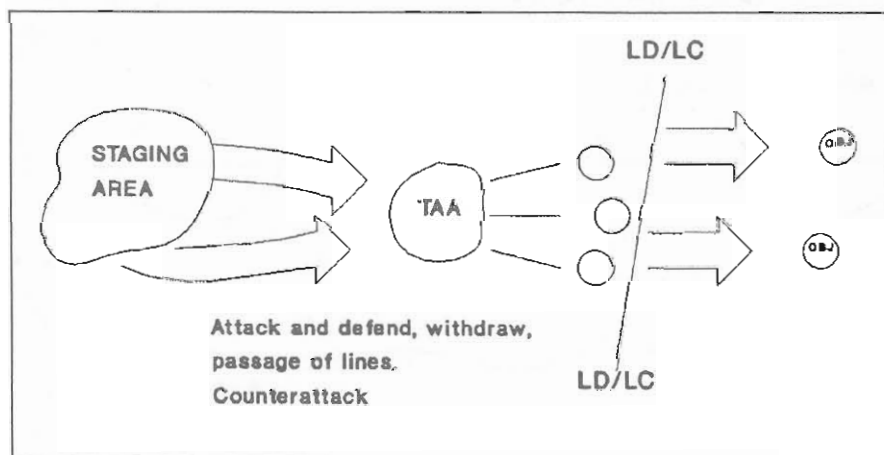


Figure 4. Basic scenario.

executed, or evaluated, the operation can normally be divided into distinct operational phases. These phases will correlate well to the unit's METL. There are NBC considerations for each BOS applicable to a phase of a particular operation.

The following phases are used to illustrate the planning process using the BOS: staging area, tactical assembly area, line of departure, attack/counterattack, defend, withdrawal, and a passage of lines. These phases equate to the Corps METL tasks three through nine. Figure 6

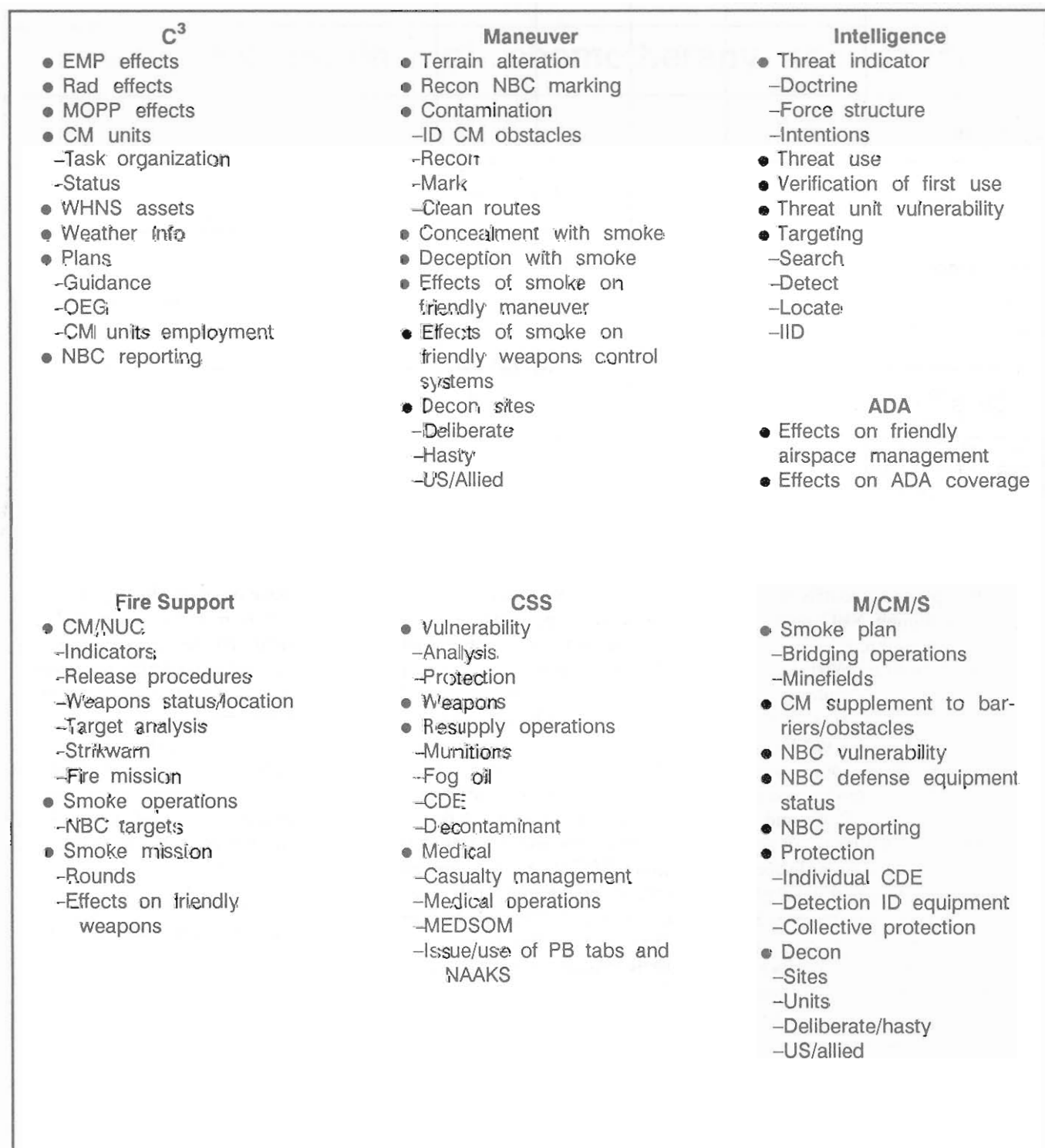


Figure 5. BOS NBC Considerations.

Mission/Phase BOS	Staging Area	TAA	LD/LC	Attack	Continue Atk/Defend/Withdraw/Passage of Lines
C2					
Maneuver					
Intelligence					
Fire Support					
ADA					
M/ CM/ S					
CSS					

Figure 6. BOS NBC Matrix.

shows the planning matrix used to aid in determining NBC considerations of an operation.

The use of a BOS matrix is not an original idea, is really quite simple to use in the analysis process, and is an effective systematic method for NBC planning. As the planner's analysis begins, the NBC considerations are evaluated for each BOS and are translated in the matrix to an action that needs to be accomplished or considered during a particular phase of the operation. In the execution phase, the matrix serves as a reminder for the planner or operator of what needs to be accomplished prior to the start of or during the operation. This information can be sent to subordinate NBC personnel to consider when they plan their operations. An analysis of the matrix and the daily log provides the evaluator a picture of what should have occurred and what actions were actually taken.

Summary

NBC doctrine does, indeed, support the AirLand Battle doctrine. NBC is a condition that affects all aspects of operations. The BOS NBC matrix is a method of taking NBC considerations and translating them into an action that must occur prior to or during a particular phase of an operation. The results can be used by both planners and operators to integrate NBC in the decision-making process and by evaluators to assess the results. The BOS matrix described here has been used in a strictly manual mode: chart board, acetate, green tape, and self-stick notes. The next step is to incorporate this matrix into the maneuver control system (MCS) data base to provide storage of voluminous data, ready access, and ease of transferring data to other elements.

Since NBC considerations affect the entire battlefield, it's imperative that planners and operators thoroughly consider the effects NBC

will have on each phase of an operation. This must be accomplished in order to provide the commander the best advice upon which he can make a decision. The BOS NBC matrix is a very efficient method of accomplishing one of the chemical officers' primary tasks—that of providing timely and accurate advice to the commander. Fighting the BOS gets chemical into the battle as a combat force multiplier.

At the time this article was written COL Coye M. Cole was III Corps Chemical Officer; MAJ John F. Gallen was III Corps Chemical Section Plans and Exercise Officer. COL Cole was previously assigned as director, NBC Proponency Training Department, USACMLS. He has served in various command and staff assignments. MAJ Gallen was previously assigned as assistant division chemical officer, 3d Infantry Division and has served as a G3 operations officer, brigade chemical officer, and chemical detachment commander.