

# Targeting with a combined staff

By 2nd Infantry Republic of Korea/US Combined Division

The Korean Theater of Operations presents challenges across multiple domains due to the threat of weapons of mass destruction (WMD). Through unified actions, 2nd Infantry Division/Republic of Korea-U.S. Combined Division targeting methodology is nested with Eighth Army, Ground Component Command and United States Forces Korea, in order to achieve the desired effects. This also includes the targeting priorities of all three higher commands. Every target nominated requires a combined

effort across the peninsula to ensure lethal and non-lethal targeting efforts are weighted across all 2nd ID/RUCD objectives to achieve synergy in a combined process.

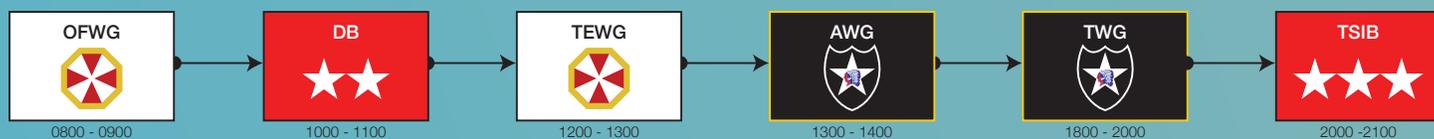
The 2nd ID/RUCD is the only fully combined organization on the peninsula with a primary mission of Counter Weapons of Mass Destruction (CWMD), which is paramount in the Korean Theater of Operations. Targeting in 2nd ID/RUCD is driven by a framework consisting of two ancillary working groups (assess-

ment working group/targeting working group) and one decision brief to the 2nd ID/RUCD commanding general. Nested within the framework are Eighth Army operational effects working group (OEWG), targeting effects working group (TEWG) and the targeting senior integration board (TSIB), which serves as a facilitator to the division's process. A very unique function in 2nd ID/RUCD is the co-chair of the assessment working group and targeting working by the fire support coordinator and the 48th Chemical Brigade commander. The working group and two boards are 2nd ID/RUCD battle rhythm events. There are several ancillary working groups based on different Warfighting Functions (WFFs) that happen outside of this framework, but populates the process to ensure there is cross-domain synergy (Figure 1).

Second ID/RUCD targeting is based on the isolation zone establishing for a WMD site. The site is a part of the network, which must be understood in order to achieve effects on a critical node within the network. The exploitation of these sites provides valued intelligence in shaping the network. Within the 2nd ID/RUCD site exploitation concept of operations, there are three layers: the outer zone or Zone 1, which is Republic of Korea Army-led; center zone or Zone 2, which is U.S./coalition force; and inner zone or Zone 3, which is the U.S.-led exploitation zone. The majority of the external coordination with ROK forces is achieved through 2nd ID/RUCD's combat advisor team. These teams are collocated with the four separate ROK Corps headquarters within Third Republic of Korea Army's area of operations (AO). The TWG also serves as an integral portion for coordination and war-gaming of target nominations with the combined staff. This working group consists of U.S. and ROK Soldiers from different WFFs collaborating on target sets to obtain the commanders desired effects. This allows for the targeting team to focus and synchronize the unit's combat

Figure 1. The 2nd Infantry Division/ Republic of Korea-U.S. Combined Division Targeting Framework depicted over a 24-hour cycle. (Rick Paapel Courtesy information)

## 2ID/RUCD Targeting Framework



### Legend

- Operational Effects Working Group (OEWG)
- 2ID/RUCD Decision Board (DB)
- Assessment Working Group (AWG)
- Targeting Working Group (TWG)
- Targeting Senior Integration Board (TSIB)
- Targeting Effects Working Group (TEWG)

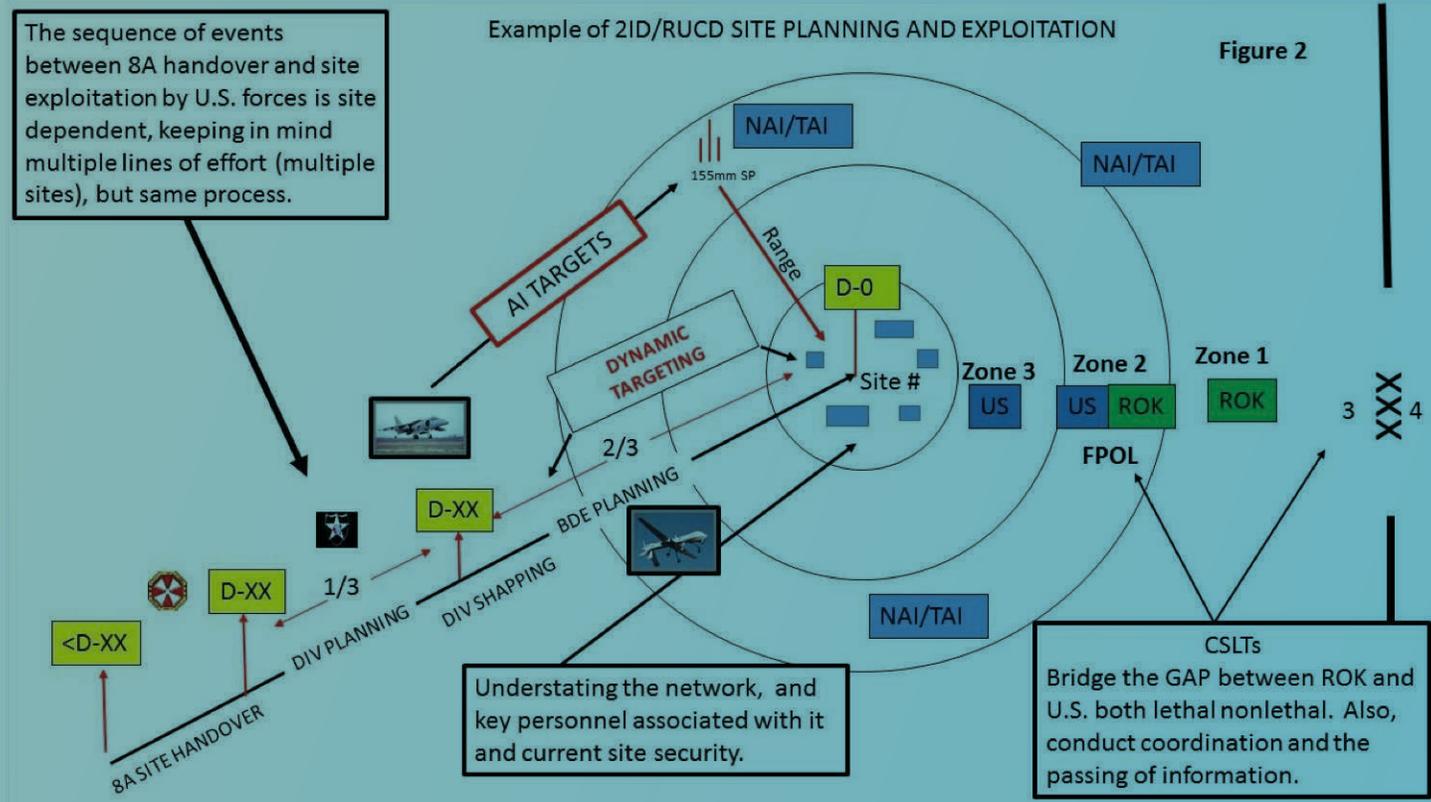


Figure 2. An example of an isolation zone within, 2nd Infantry Division/ Republic of Korea -U.S. Combined Division weapons of mass destruction site. (Courtesy illustration)

power and resources towards shaping sites and continued effort to assess high-payoff targets (HPTs) by the field artillery intelligence officer (FAIO). See Figure 2.

Second ID/RUCD's Targeting Team initiates the decide, detect, deliver and assess (D3A) with the Eighth Army OEWG, which provides 2nd ID/RUCD and 17th Infantry Division ROK prioritization of sites within the ROK Corps AO. The handover process for sites occur from Eighth Army with a 15-day threshold to allow for 2nd ID/RUCD to shape prior to ROK isolation.

The outputs/guidance from the OEWG drive the assessment working group (AWG), which serves as the decide function and produces answers to the following questions:

- What sites should be shaped?
- What determines the size of the isolation zone?
- What are the ROK targeting priorities?
- When and where are the ROK in the isolation process?
- What major subordinate command (MSC) will exploit the site?
- Who is authorized to exploit the site? Resource allocation?
- Does it answer the 2nd ID/RUCD commanding general's three questions?
- Who is in charge?

- Can we do what we said we can do?
- Do we have the resources necessary to accomplish the mission?

The primary products to capture this information are as follows: HPT list, attack guidance matrix (AGM), target synchronization matrix (TSM), target assessment and target taxonomy (as required). The 2nd ID/RUCD staff develops the recommended HPTs. The HPTL is prioritized list of targets based on the threat posture to a site and the isolation zone. Once approved by the commanding general, the HPTL provides the overall focus and sets priorities for intelligence collection and shaping planning.

According to (Joint Publication 3-60), the detect phase is designed to acquire the targets selected in the decide phase. In this phase, target acquisition assets and agencies execute the intelligence collection plan and focus on specific areas of interest within 2nd ID/RUCD prioritized WMD sites. Targets must be monitored after detection (especially mobile targets) such as a scientist tied to a network. Tracking is an essential element of the detect function. Tracking priorities are based on the commander's concept of the operation and targeting priorities. Detection and tracking are executed through the use of the collection plan.

The 2nd ID/RUCD detect function (with

the assistance of Eighth Army) focuses mostly on synchronizing organic collection with theater- and national-level assets. This helps answer 2nd ID/RUCD commander's priority intelligence requirements (PIR). In the Republic of Korea, unlike other areas of operation, intelligence, surveillance and reconnaissance (ISR) is used for the refinement of the WMD common operating picture and supporting MSC operations. Utilization and ISR assets by phase and WMD priority, is described below:

- a. Information collection (IC) posture options: During phase III, 2nd ID/RUCD commander request allocation(s) from Eighth Army on theater-level ISR capabilities.
  1. Counter intelligence (CI) and human intelligence (HUMINT): 2nd ID commander request allocation(s) of CI and HUMINT collection capabilities to increase support to force protection, and collection against North Korean WMD network personnel.
  2. Unmanned aerial systems: These systems can provide time sensitive imagery through imagery intelligence, full motion video and moving target indicator. These capabilities are used against known and suspected WMD sites, support targeting and answer

PIR. They are used to set conditions and allow MCS's freedom of maneuver as they prepare to exploit WMD sites.

b. Second ID/RUCD IC Priorities (PHASE III): Examples; WMD (by priority), Special Operations Forces (observers included), fire support (FS) that directly affect WMD sites and guerilla operations.

The deliver function of 2nd ID/RUCD is to shape operations outside of Zone 1 (ground unit boundary). The intent is to isolate a site by engaging targets based on the threat template in zones 1, 2 and 3. During 2nd ID/RUCD targeting working group, the staff identify targets that affect the maneuver units' ability to execute operations. Once HPTs have been located and identified, they are engaged based on the commander's approved AGM.

During dynamic targeting (from D-10 to execution), the FAIO executes emerging targets of opportunity and identifies any systems that could potentially disrupt current and future site exploitation. The FAIO, based on his assessment, informs the staff of any changes to enemy disposition, composition, and tactics that can affect operations. The information given by the FAIO and the analysis and control element (ACE) is then war-gamed during the TWG for possible changes to the HPTL and the TSM. The TSM allows the staff to identify, prioritize and synchronize both lethal and non-lethal effects based on 2nd ID/RUCD and Eighth Army capabilities. Division artillery targeting officers provided precision-Fires capabilities to complement those nominations requiring that level of fidelity for submission into the joint targeting cycle.

Throughout all the phases of the operation, 2nd ID/RUCD provides lethal and non-lethal means to achieve the commander's desired effects. When an emerging target exceeds 2nd ID/RUCD's capability of engagement due to restrictions or range, it is sent to Eighth Army for coordination and de-confliction through the liaison officer for engagement by other U.S. units or ROK forces. Second ID/RUCD targets that are nominated to Eighth Army for engagement will be included on the joint targeting cycle. The execution date of the target can be determined by the CAGER/ATO and the target progress can be tracked through each decision board during the target review assessment. This will answer one of the commanding general's questions, did we do what we said we can do?

The outputs and guidance from the AWG drive the TWG, serving as the assess function. The principal products utilized to capture the assessment within the area of operations is the TSM, and the target nomination card. Within each of these products we are able to answer if the division is doing things right: measures of performance (MOP) and doing the right things, measures of effectiveness (MOE).

The AWG within the 2nd ID/RUCD framework allows for the following key assessment questions to be answered:

- Where are we right now? (Time and space)
- What are we wanting to achieve/desired effects? (MOE)
- What did we achieve?
- What do we want to do next?
- Should we reengage?
- Should we adjust plan? (MOP)
- Should we reallocate resources? (MOP)
- Where do we accept risks?
- Is this the end of mission?

Being able to address these concerns/questions allows the division staff to further assess current conditions within the operational environment, determine the readiness of the friendly force to execute WMD operations, evaluate the progress of the execution of operations and refine the varying effects the friendly force is having on the adversary.

Targeting is a complex process that requires proper planning and integration throughout the division. The 2nd ID/RUCD Targeting Team accomplishes this by formalizing a deliberate and dynamic targeting process; focused on both deep and close Fires and effects that set favorable conditions for our MSC and ROK units. The division targeting team's overall objective is to holistically shape the opposing force's combat power to provide a relative combat advantage for MSC's. This is achieved by effectively selecting and nominating HPTs in the threats within the site, through both lethal and nonlethal actions, in order to achieve the commander's desired effects.

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