

Campaign Plan L

LOE 1: The Corps as a Profession

- **Build strong people.** The goal is to provide the operational force with Soldiers and leaders who are grounded in our values; have the foundational skills of our profession; and have a basic understanding of fitness, nutrition, and resilience. We must build strong people in mind, body, heart, and spirit:
 - **Mind.** Soldiers who have been given the coping skills to resolve their own issues are Soldiers who are able to take better care of themselves, their Families, and their battle buddies. As leaders, we need to ensure that our Soldiers know what resources are available for them.
 - **Body.** No matter what type of environment we are in, we must maintain physical fitness. We must continue to stress the importance of good nutritional habits and strive to have a healthy body that is ready to take us wherever we need to go.
 - **Heart.** We must continue to work on mentorship programs and leader professional development programs. If we possess the requisite knowledge and understanding, we are more prepared and motivated to take a courageous step forward and take charge whenever necessary.
 - **Spirit.** A healthy, resilient human spirit is cultivated by pursuing faith and family, self-reflection, personal growth, integrity in all aspects of life, and a commitment to the Army as a community to which each Soldier belongs.
- **Establish and maintain a world-class CBRN community.** To facilitate reaching our goal, current recruitment and retention priorities must be constantly revised. By having the right people in the right jobs, we will enhance our ability to protect the force. The CBRN community includes—
 - **Officers.** The CBRN officer is educated in the science, engineering, technology, and math disciplines and is equipped to provide immediate technical assessments and tactical recommendations to commanders. Leadership is, and will continue to be, the mainstay of a CBRN officer.
 - **Warrant officers.** As the subject matter expert on the full range of CBRN operations and hazards, the CBRN warrant officer is ready to provide in-depth technical and tactical advice to commanders. Only the most qualified leaders are selected to undertake this mission.
 - **Noncommissioned officers.** The CBRN noncommissioned officer is a multiskilled leader who is capable of technical and tactical expertise across all CBRN threats and hazards. CBRN noncommissioned officers must possess the training and experience that enables them to be subject matter experts on all facets of CBRN operations.
- **Retain quality people.** While the Regiment is unable to oversee every individual assignment in a Soldier's career, we can work with the Human Resources Command to influence career progression through DA Pamphlet (Pam) 600-3 (*Commissioned Officer Professional Development and Career Management*), DA Pam 600-25 (*U.S. Army Noncommissioned Officer Professional Development Guide*), and DA Pam 611-21 (*Military Occupational Classification and Structure*), as we strive to maintain professional development models with goals that are achievable by all CBRN Soldiers. Our goal is to retain the very best personnel.
- **Enhance the sense of Regiment.** CBRN warriors are tasked to do a lot of things that are not CBRN-related. We should always remember that we are CBRN Soldiers first and foremost; and when an incident happens, commanders look to us to provide answers. It is our responsibility to educate others on our capabilities and to promote the Regiment. We do this by telling others what we do—through briefings, professional literature, articles, displays, videos, and a variety of other creative methods. As the commandant, I encourage you to participate in ceremonies and events that involve the Regiment at every opportunity possible. For example, CBRN warrior graduations, Regimental induction ceremonies, Regimental Week, best CBRN warrior competitions, the Siebert Award competition, and a variety of other Chemical Corps social events are held throughout the year. Discover what the Chemical Corps Regimental Association does for our Soldiers and their Families, and then participate in and support those activities.
- **Advance the CBRN enterprise.** The CBRN enterprise is comprised of our partners in the CBRN JIIM-IA community. The CBRN enterprise is an approach that takes a holistic view of sharing information, resources, and expertise to benefit the community and, ultimately, the Nation and our allies in CBRN defense. The advance of the CBRN enterprise is a campaign plan objective that crosses, and is applicable to, all Regimental Campaign Plan LOEs.



Lines of Effort (LOE)

LOE 2: CBRN Warrior Training

- **Basic combat training.** Continue the implementation of smart training in basic combat training battalions to build resiliency across all units and enhance the overall quality of training and instruction for the initial military training Soldier. Review and revise our input to the new basic combat training programs of instruction and basic rifle marksmanship and advanced rifle marksmanship strategies. These new strategies are critical to the way we produce warriors and improve the force.
- **Basic Officer Leader Course, Warrant Officer Basic Course, and advanced individual training.** The USACBRNS will form a working group and conduct a review of the Basic Officer Leader Course, Warrant Officer Basic Course, and advanced individual training programs of instruction over the next year to ensure that all programs of instruction reflect current occupational requirements and implement the U.S. Army Leader Development Strategy, the Army Learning Concept, and the Army Training Concept.
- **Competencies for CBRN Soldiers.** Establish the basic requirements for the foundational competencies required for CBRN Soldiers, as related to the full spectrum of CBRN operations.
- **One Army School System.** Make the One Army School System a pivotal component of all CBRN-specific initial military training.
- **Initial military training.** Synchronize initial military training with operational training and self-development domains. Initial military training is a rigorous, foundational learning experience that combines indoctrination into the Army culture (values, character, and the Warrior Ethos) with basic skills training, comprehensive fitness, and specialized CBRN foundational skills and knowledge. It is here that the USACBRNS instills a lifelong learning mind-set in Soldiers, which empowers them to take responsibility for their professional development. The school maintains flexibility to adapt learning to meet operational demands via emerging and relevant techniques described in the Army Learning Concept and the Army Training Concept.

LOE 3: CBRN Leader Development

- **Leader development.** Develop a concept across the Regiment for a synchronized professional military and civilian education program that is built on a strong foundation of technical competency and includes opportunities for the integration of leader development through officer, noncommissioned officer, and civilian education.
- **Functional training.** Review, develop, and implement specialized training in support of “just in time” competencies and Army force generation. Become the institution of choice for specialized CBRN training (joint and multiservice). Initiate actions that would increase the rigor and relevancy of functional courseware.
- **Collective and unit training.** Develop and support doctrinally correct CBRN unit training requirements and standards by—
 - Updating all modified table of organization and equipment-based combined arms training strategies and associated unit task lists by the end of fiscal year 2011. Ensure that there are no combined arms training strategy products dated earlier than fiscal year 2009.
 - Developing a plan to attend and support unit training exercises.
 - Revising unit event menu matrices to support Army force generation for the CBRNE operational headquarters and CBRN brigades no later than 30 September 2011.
 - Transitioning all development data from the Automated Systems Approach to Training to the Training Development Capability.
- **Knowledge management and lessons learned.** Implement and integrate knowledge management into the institutional, operational, and self-development domains. Develop/socialize lessons learned. As the Regiment transforms, it is essential that Soldiers stay current in the field. They need to understand structure changes and new capabilities that result from fielding new equipment. We must share experiences and ideas as we work to improve the capabilities of the Regiment. Provide direct support for key Army Learning Concept 2015 initiatives. Use the warfighter forum to engage the CBRN enterprise in professional discussions and answer requests for information from the field. Collect and analyze lessons learned to provide timely feedback to our CBRN units, the Army, and the entire CBRN enterprise.
- **USACBRNS enabling imperatives.**
 - Increase USACBRNS and Regimental capacity and capability through the development of an enterprise approach to counter-WMD and partnering activities. Maximize the capability of our CBRN enterprise partners to enhance USACBRNS instructor competencies.
 - Develop a strategy to support and implement Chief of Staff, Army; TRADOC; MSCoE; and USACBRNS Commandant strategies/mandates—such as various campaign plans, the Army Leader Development Strategy, the Army Learning Concept, and the Army Training Concept. Provide a quarterly update on the progress made to implement the Army Learning Concept action plan.

ts), Strategic Goals

LOE 4: CBRN Capabilities

- **Identify CBRN-required capabilities.**
 - Identify required CBRN capabilities for the Army, joint services, and interagencies to support full spectrum operations in the joint operational environment. Synchronize efforts to realize resource-informed and outcome-based solutions.
 - Identify CBRN-required capabilities according to the Army Capstone Concept; the Army Operating Concept; Army functional concepts for mission command, fires, movement and maneuver, protection, intelligence, and sustainment; Field Manual (FM) 3-11 (*Multiservice Tactics, Techniques, and Procedures for Nuclear, Biological, and Chemical Defense Operations*); and contingency and implementation plans.
 - Provide doctrine, organization, training, materiel, leadership, education, personnel, and facilities (DOTMLPF) integration and synchronization according to Army Regulation (AR) 5-22 (*The Army Force Modernization Proponent System*) for CBRN and WMD consequence management, passive defense, and WMD elimination and for the support of security cooperation, threat reduction, WMD interdiction, WMD offensive operations, and active defense.
 - Provide the baseline for the DOTMLPF integration of our capabilities and capacities to execute all subtasks and additional requirements identified by CBRN forces and staff elements according to Army Tasks 6.9 (*Conduct Chemical, Biological, Radiological, and Nuclear Operations*) and 1.8 (*Employ Obscurants*), FM 7-15 (*The Army Universal Task List*).
- **Identify and prioritize gaps and shortcomings.**
 - Utilize DOTMLPF assessments, and perform experiments to identify potential DOTMLPF solutions.
 - Integrate experimental results from exercises conducted by other services, combatant commands, major subordinate commands, combat training centers, and allies.
- **Develop and update doctrine and tactics, techniques, and procedures.** Develop and update doctrine and tactics, techniques, and procedures in line with emerging joint, multi-Service, and Army doctrine to support and accomplish our core CBRN operational tasks.
- **Synchronize material and organizational conceptual solutions with the Total Army Analysis and program objective memorandum processes.** Integrate the concept capability plan, capabilities-based assessment, and experimental solutions that meet critical-mission, enduring requirements which are identified during other functional studies, projects, and experiments.
- **Develop an integrated homeland defense force that supports consequence management.**
 - Ensure that future DOTMLPF solutions meet CBRN response enterprise requirements.
 - Synchronize USACBRNS efforts to support fielded systems that enable the CBRN response enterprise to perform its missions.
 - Support the development of an integrated homeland defense force that supports consequence management.
 - Support the development of new homeland defense/civil support vignettes that challenge leaders.



3, and Objectives

LOE 5: CBRN Operations

- **Support WMD proliferation prevention.** WMD proliferation prevention employs tactical-level capabilities to support operational and strategic nonproliferation objectives for countering WMD. Proliferation prevention includes military engagements and security cooperation and deterrence.
- **Conduct WMD counterforce operations.** WMD counterforce is a tactical objective to defeat the full range of CBRN threats before they can be employed as weapons.
 - **Conduct WMD interdiction operations.** This includes operations to track, intercept, search, divert, seize, or otherwise stop the transit of WMDs; their delivery systems; and related materials, technologies, and expertise.
 - **Conduct WMD offensive operations.** This includes actions to disrupt, neutralize, or destroy a WMD threat before it can be used or to deter the subsequent use of a WMD.
 - **Conduct WMD elimination operations.** This includes actions undertaken in a hostile or uncertain environment to systematically locate, characterize, secure, disable, or destroy WMD programs and related capabilities.
 - **Isolate WMD sites.** This includes the isolation of suspected WMD sites, material, equipment, and/or personnel to ensure that suspected sites and materials are secure to prevent the possible proliferation, pilfering, or destruction of potential forensic evidence. It also includes the detention of personnel and the prevention of dispersion, contamination, or collateral effects due to the release of dangerous WMD materials or agents.
 - **Exploit WMD sites.** This includes actions to preserve, characterize, disable/neutralize, or render safe an adversary's WMDs and related material, equipment, personnel, and infrastructure.
 - **Perform WMD program destruction activities.** This includes actions at the tactical level to destroy, dismantle, remove, transfer, or otherwise dispose of an adversary's WMDs and related material, equipment, personnel, and infrastructure.
 - **Support WMD monitoring and redirection activities.** This includes actions to convert WMD programs, personnel, sites, and facilities to prevent the transfer, reconstitution, or misuse of residual, dual-use capabilities.
- **Conduct CBRN defense.** CBRN defense includes measures taken to minimize or negate the vulnerabilities and effects of a CBRN incident. It employs both active and passive CBRN capabilities.
- **Conduct CBRN consequence management operations.** This comprises the consequence management actions taken to plan and prepare for, respond to, and recover from CBRN incidents that require force and resource allocation beyond passive defense capabilities.
 - **Respond to CBRN incidents.** CBRN response addresses the short-term, direct effects of a CBRN incident. The major functions performed by response units are safeguarding lives, preserving health and safety, securing and eliminating the hazard, protecting property, preventing further damage to the environment, and maintaining public confidence in the government's ability to respond to a CBRN incident.
 - **Support CBRN incident recovery.** CBRN recovery operations occur within the context of consequence management and include those actions taken to maintain or restore essential services and to manage and mitigate the consequences resulting from a CBRN incident, including the treatment and decontamination of mass casualties and the processing of contaminated remains.
- **Provide CBRN technical expertise.** Technical CBRN expertise allows commanders to make informed decisions regarding the use of WMD counterforce, CBRN defense, and CBRN consequence management capabilities. These tasks include CBRN threat assessments, CBRN vulnerability assessments, CBRN hazard modeling, CBRN warning and reporting, and WMD forensic analysis—including their integration with medical and health surveillance, casualty management, mortuary affairs, laboratory analysis, and preventive medicine.

