



Civil Affairs Proponent Force Modernization Assessment and the 2019 CA Symposium Recommendations



Briefers: COL Jay Liddick; Mr. Dennis J. Cahill
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Purpose



Provide Civil Affairs Roundtable updates on

- 1 - Civil Affairs Force Modernization Assessment (FMA) Update
- 2 - 2019 CA Symposium Recommendations
- 3 - Ongoing Proponent Actions



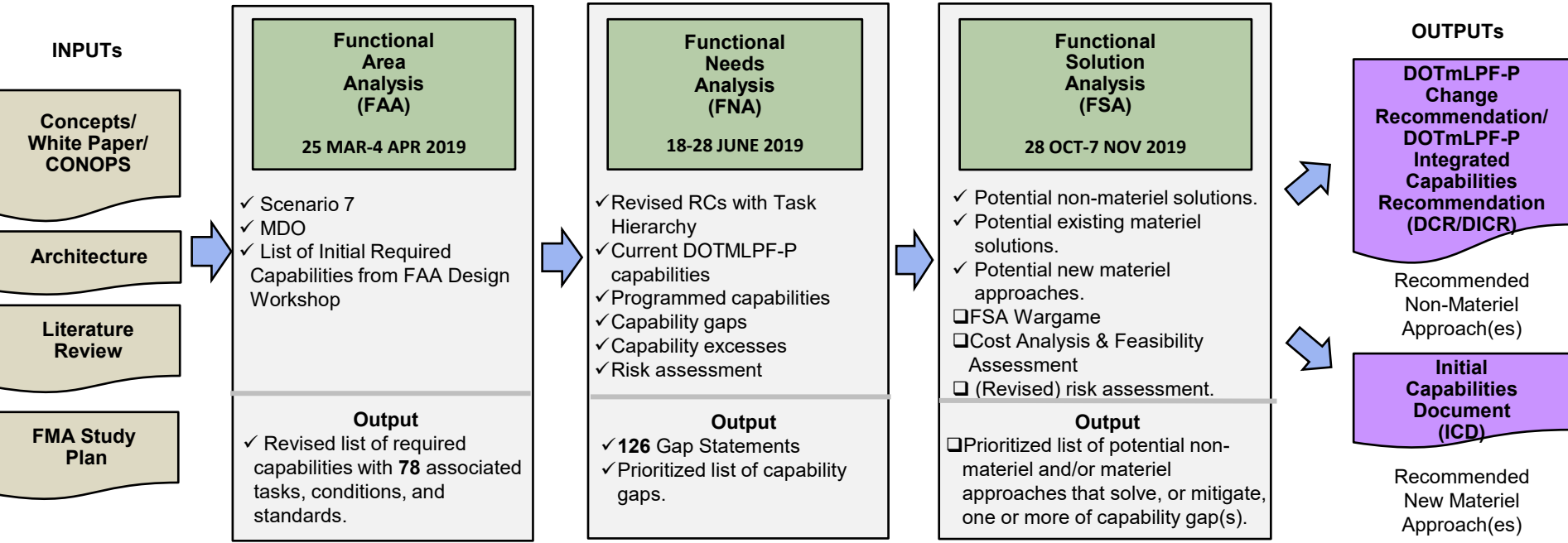
Civil Affairs Force Modernization Assessment



The CA Force Modernization Assessment (FMA) follows the Army's Capability-Based Assessment (CBA) Process as a foundation with expansion as necessary to address the Total CA Force's capability and capacity gaps.

CBA Objective

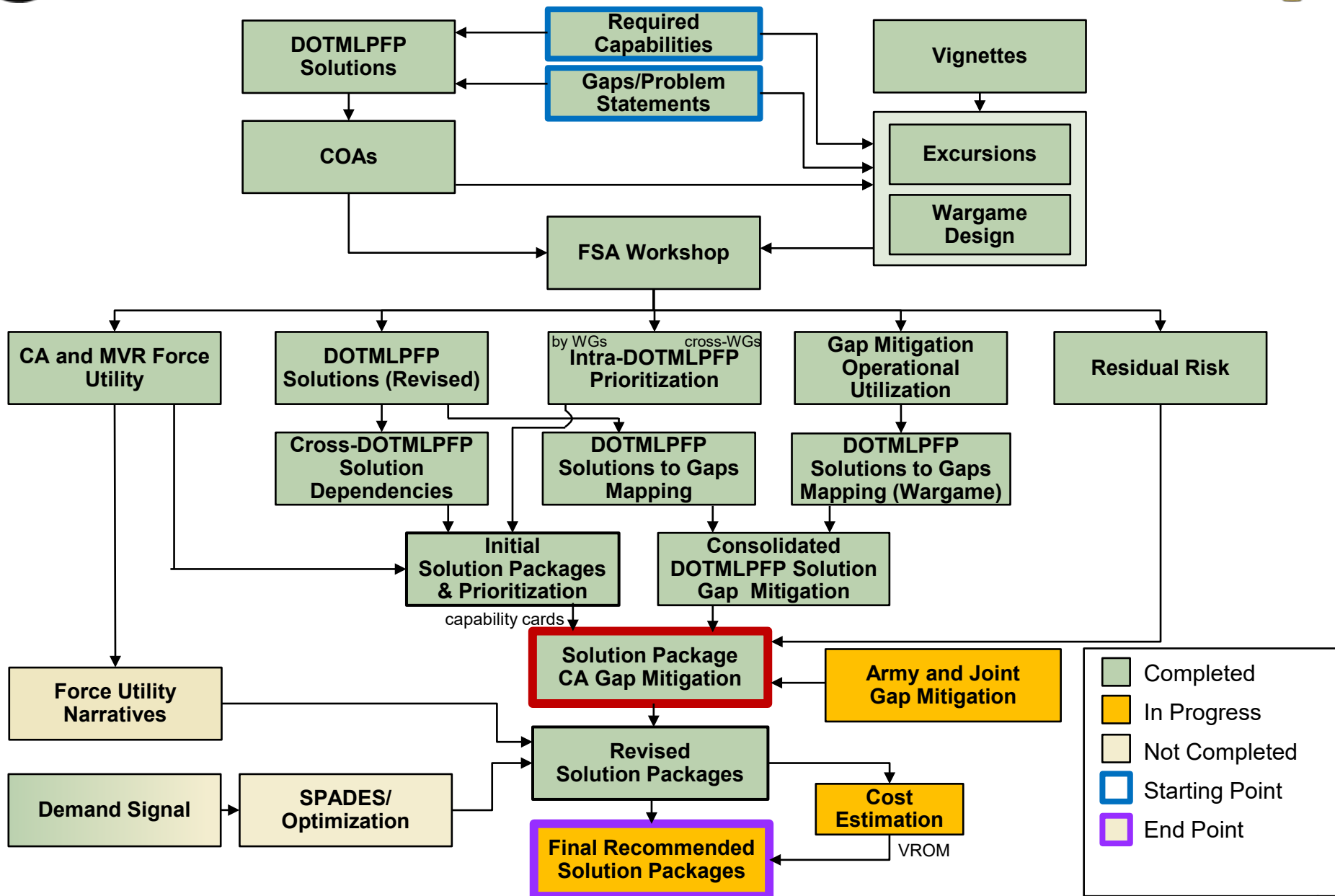
To identify DOTMLPF-P solution approaches that provide the warfighter with *capabilities* needed to accomplish assigned missions in Multi-Domain Operations.





CA Functional Solutions Analysis Status

As of 31 March 2020





2019 CA Symposium Recommendations



Workshop I: Integrating Army and USMC Civil Affairs in Joint, Inter-organizational, and Multinational Frameworks for Multi-Domain Operations

- Foster a learning organization within and beyond military command structures and the CA Corps, including allies and counterpart civil-military organizations and interorganizational partners.
- **Stress "Return to Competition" as an operational and strategic outcome in the current CA concept for support to multi-domain operations (MDO)/information operations (IO).**
- **Grasp the transition management function of CA in MDO. (A task for both Army and U.S. Marine Corps (USMC) CA proponents.)**
- **Recognize and correct information management as a major vulnerability at all echelons of planning and operations integrating civil affairs.**
- **Re-examine command-and-control (C2) of civil affairs, whether in Army or USMC formations or Joint task forces.**

NOTE: The wording of each recommendation was modified from the original report to facilitate discussion in this forum, but the substance of each comment was retained.



2019 CA Symposium Recommendations



Workshop II: Integrating USACAPOC(A) as a Unique Military Influence Capability for Full-Range Operations in the Competition Continuum – DOTMLPF-P Findings and Recommendations

- Develop DOTMLPF-P solutions for the operational integration (and appropriate force management) of CA, PSYOP, and IO forces.
- Support USACAPOC(A) initiative, “Harnessing Collective Influence” - a seven-year strategy for better integration of CA, PSYOP, and IO for greater simultaneous and coordinated Army impact in the civil, cognitive, and information environments in convergent MDO.
- **Given challenges in the convoluted Gray Zone between the human and cyber domains, e.g.:**
 - **Shape the competition environment through persistent influence**
 - **Achieve relative positional advantage**
 - **Maintain and/or advance U.S. foreign and national security interests,**

Support USACAPOC(A) efforts to converge information-related capabilities to meet these challenges by testing Collective Influence Detachments and Task Forces, over the next three years, based on models such as:

- Integration of USMC CAGs with other IO capabilities under the MAGTF’s Marine Information Group in the *2019 Marine Corps Concept for Civil Affairs*
- 77th Brigade (U.K.) experiences in integrating civil-military and information operations capabilities under one command
- Canadian CIMIC’s established organizational and operational template put to use in Afghanistan



2019 CA Symposium Recommendations



Workshop II: Integrating USACAPOC(A) as a Unique Military Influence Capability for Full-Range Operations in the Competition Continuum – DOTMLPF-P Findings and Recommendations, continued

- Support USACAPOC(A) efforts to forge closer working relations with the Army Futures Command, leverage the Army Research Lab's work on megacities and cultural biases, and integrate USAJFKSWCS development of geospatial assets.
- **Better leverage the lessons being learned in the field and translate them into DOTMLPF-P improvements.** (A task to the CA Corps, in general.)
 - For example, the 411th CA Battalion recently deployed to the Horn of Arica to counter illicit trafficking and infectious diseases, highlighting the expeditionary value of U.S. Army Reserve CA forces to tackle strategic competition issues. However, their operations are rarely (if ever) coordinated with those of their active counterparts in the 95th CA Brigade and 83rd CA Battalion performing complementary work.
- Fix the inadequacy of pre- and post-deployment integration of active/reserve and special operations/conventional CA forces in order to realize the value-added of integrated civil affairs operations in the converging MDO/IO environment.



2019 CA Symposium Recommendations



Workshop III: Integrating CA with Local Partners: Lessons Learned CA Teamwork with Host Nation Leaders to Achieve Mission Objectives

- **Include a section on information-sharing across the components and commands (through CA Corps-wide CIM and lessons-learned systems) in rewrite of DoDD 2000.13.**
- Include tactical skills mixed with CA core competencies into training plans and events of USAR CA units
- **Provide advanced training on network analysis to assist with advanced analytics in support of military operations across the competition continuum; consider an MOS designator for tactical and operational CIM analysts. (A task for both Army and U.S. Marine Corps (USMC) CA proponents.)**
- Promote Joint requests for CA teams written for “CA operational support” rather than specify the service source (Army or USMC) to enable cross-levelling requests for CA forces between Army and USMC CA proponents.
- Standardize core competencies among tactical CA teams of Army, USMC, active, and reserve CA commands and formations; train and equip them to those standards
- Develop:
 - Inter-service agreements that formalize CA support to other services
 - A ‘clearing house’ to determine which CA capability should apply to a given problem set
 - Interagency agreements that address the sharing of assessment results and the civilian skill sets required for CA.



Ongoing Proponent Actions



- Executing urgent revision of FM 3-57, Civil Affairs Operations. Includes:
 - New CA Core Competencies and Functions approved by the CG in Feb 2020
 - Updated AUTL tasks
- Participating in How the Army Fights (HTAF), HTAF Information Warfare, and HTAF Rear Area Working Groups (led by Army Capability Manager-Echelons Above Brigade (ACM-EAB)) and Calibrated Force Posture Working Group (led by Army Future Command's Futures and Concepts Center).
- Working with ACM-EAB and others to develop exercise scenarios for competition and stabilization.
- Participating in FY 20 Future Study Program experimentation.
- Participating in reviews/rewrites of:
 - Army Functional Concepts and Supporting Concepts
 - DoDD 2000.13, Civil Affairs
 - JP 3.57, Civil-Military Operations
 - FM 3.0, Operations
- Pursuing Program Manager designation for Civil Affairs Solution-Army (CAS-A), a solution that supports collection, analysis, storage, sharing, and visualization of civil information/civil knowledge for military decision-makers and interorganizational partners.
- Developing new programs of instruction for basic CA courses and a special operations skills progra,.
- Developing guidelines for accessions and direct commissioning of CA personnel.



Additional FMA Solutions Being Considered

(1 of 2)



- Create a CA Staff Operations Publication that outlines standard processes for analyzing civil information, describes how to integrate CA into intelligence, operations, and targeting staffs, and defines CA roles in staff working groups.
- Revise ATP 3-57.50 to change CIM to Civil Network Development and Engagement (CDNE), define civil networks, describe how to develop/manage/leverage/exploit civil networks, define and describe different roles and interactions of CA targeting, and define CA role in the indirect approach to counter terrorism and unconventional warfare.
- Adjust the CA NCO Training Pathway to provide Additional Skill Identifiers (ASI) for skills such as targeting; civil security networks; civil cybersecurity and social communication networks; civil medical and healthcare civil networks; civil transportation, environmental, and infrastructure networks; and civil economics and financial networks.
- The CA NCO Qualification course will be updated to include SERE, Civil Reconnaissance, Civil Engagement, and Civil Network Development and Engagement training. There will be additional updates to the SOF Skills training portion to provide greater tactical proficiency among CA NCOs assigned to special operations units.
- Adjust the CA Officer Training Pathway to add an accessions option for Reserve Component officers while also adding Civil Reconnaissance, Civil Engagement, and Civil Network Development and Engagement training. Post-Captains Career Course training will also include Civil Governance, Public Administration, and other governance related blocks of instruction.
- Increase Validation Exercises and Training Audience for BN/BDE/CACOM HQs at STAFFEX/CPX/WFX/CTC/CJCS/Joint/ Multinational Exercises to allow CA forces and the total Army force to integrate civil considerations into training for competition, conflict, and return to competition.
- Mandatory attendance in Operational and Strategic planning courses prior to serving in Joint/Army Staff Positions.
- Create a 38G Basic Course that includes training in CA Core Competencies, CA functions at tactical through strategic levels, planning and conducting military government operations, the role of Civil Technical Advisory Teams, and the Army staff planning process. This is a non-command track program.
- Redesign the total CA force structure (personnel and equipment), including the creation of multi-component formations, to execute the requirements outlined in the new Army Universal Task List for CA forces.



Additional FMA Solutions Being Considered

(2 of 2)



- Collaborate with FORSCOM and DAMO-FM on “AA” designation down to CA Company level.
- Develop equipment for:
 - Civil reconnaissance and civil engagement, including translating spoken and written language in real time.
 - Interoperability with joint, interorganizational, and multinational partners.
 - Command post operations, convoy operations, force protection, battle tracking, communications, civil surveys, and cyber electromagnetic activities (CEMA).
- ICW other Centers of Excellence, develop a plan to add CA vignettes into Army capstone doctrine and implement CA doctrine and programs of instruction in Army PME schools to better inform the total Army force of the how to employ and integrate CA forces into formations.
- ICW the Training With Industry (TWI) program, ensure that the corporations to which CA Soldiers are assigned are more closely aligned with CA core competencies.
- Develop a systematic approach to how language capabilities are tracked, managed, and assigned in the CA force to support calibrated force posture, including new personnel policy guidance (PPG) to establish a native speaker recruitment program with increased incentives for serving as a 38 series.
- Create closer ties with the Foreign Area Officer (FAO) program to increase capability by utilizing existing programs and Army pipelines to create a force within the Army that specializes in the human/diplomatic/civil domain.
- Clearly delineate command relationships for all echelons (strategic, operational, tactical) and all levels of control (ADCON/TACON/OPCON) to facilitate integration, synchronization, and unity of effort.
- Advocate with Army, Joint, USSOCOM, and Department of Defense staffs for authorities that allow CA forces to resource and build civil network capability, manage civil networks, and employ/exploit civil networks; conduct reconnaissance and surveillance in the cyber domain; integrate with the Special Activities Cell within a Theater Special Operations Command; and conduct Civil-Military Engagement/Civil-Military Support Element missions and other programs by non-special operations CA forces to provide more breadth and depth to operate in the civil domain.



Questions





Civil Affairs Operational Approach

Role: Civil Affairs forces find, disrupt, and defeat threats in the civil component through Civil Network Development and Engagement, Civil-Military Integration, and Transitional Governance Operations by synchronizing with Unified Action Partners to target sources of instability, enable governance, and consolidate gains in support of US military objectives.

Means (Units/Actions, Authorities, and Process)	Ways (Key Tasks)	Ends (Purpose/ Effects / Desired State)	
<p>Units of Action Elements</p> <ul style="list-style-type: none"> CA Team CA Company • CA BN • CA BDE • T-CACOM • T-CAPT <p>Authorities</p> <ul style="list-style-type: none"> • 10 USC 401: OHDACA • DoDD 2000.13 Civil Affairs • DoDD 3000.17: IW • DoDD 3000.05: Stability • DoDD 3601.01: Info. Operations • DoDD 5205.14: C-Threat Finance • DOD 5100.01: Conduct CAO • DoDD 5132.03 Security Cooperation • DoDD 5100.46 Foreign Disaster Relief • SOCOM Dir 525-38: CME Program • SOCOM Dir 525-40 I2O • SOCOM Dir 525-16 PE <p>Processes</p> <ul style="list-style-type: none"> • Civil Network Development and Engagement Process • Civil Preparation of the Battlefield <p>Supported Processes</p> <ul style="list-style-type: none"> • Operations Process (MDMP, ADM) • Targeting Process (F3EAD & D3A) • Intelligence Process • IPB 	<p>Civil Network Development and Engagement (CNDE)</p> <ul style="list-style-type: none"> • Conduct Civil Reconnaissance (CR) • Conduct Civil Engagement (CE) • Produce Civil Network Analysis & Evaluation (CNA&E) • Civil Knowledge Integration (CKI) • Build Civil Networks(BCN) • Mobilize Civil Networks (MCN) <p>.....</p> <p>Civil-Military Integration</p> <ul style="list-style-type: none"> • Establish Civil-Military Information Sharing Architecture • Conduct Civil Knowledge Management • Establish a Civil Military Operations Center <p>.....</p> <p>Transitional Governance Operations</p> <ul style="list-style-type: none"> • Provide Governance Expertise • Support to Civil Administration • Establish Transitional Military Authority 	<p>Create Shared Understanding</p> <p>Build Partner Capacity</p> <p>Preparation of the Environment</p> <p>Create Unity of Effort</p> <p>Create Freedom of Action/Maneuver</p> <p>Create Multiple Dilemmas</p> <p>Enhanced Targeting</p> <p>Consolidate Gains</p>	<p>Protect U.S. Interests</p>

What we are: CA forces

What we do: Conduct...

Why we do it: In order to...

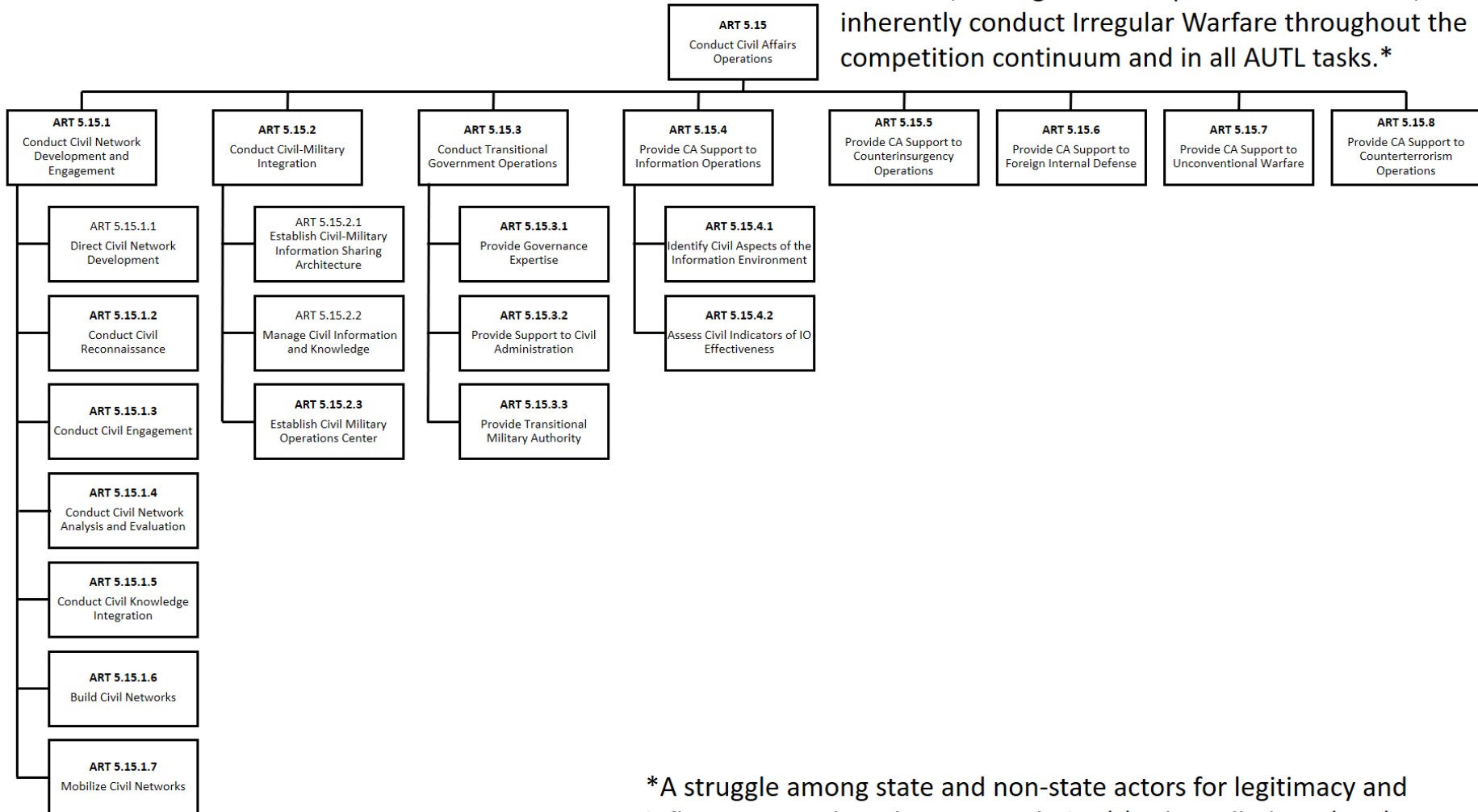
Supporting Military Operations across the competition continuum



CG-Approved Civil Affairs Army Universal Task List



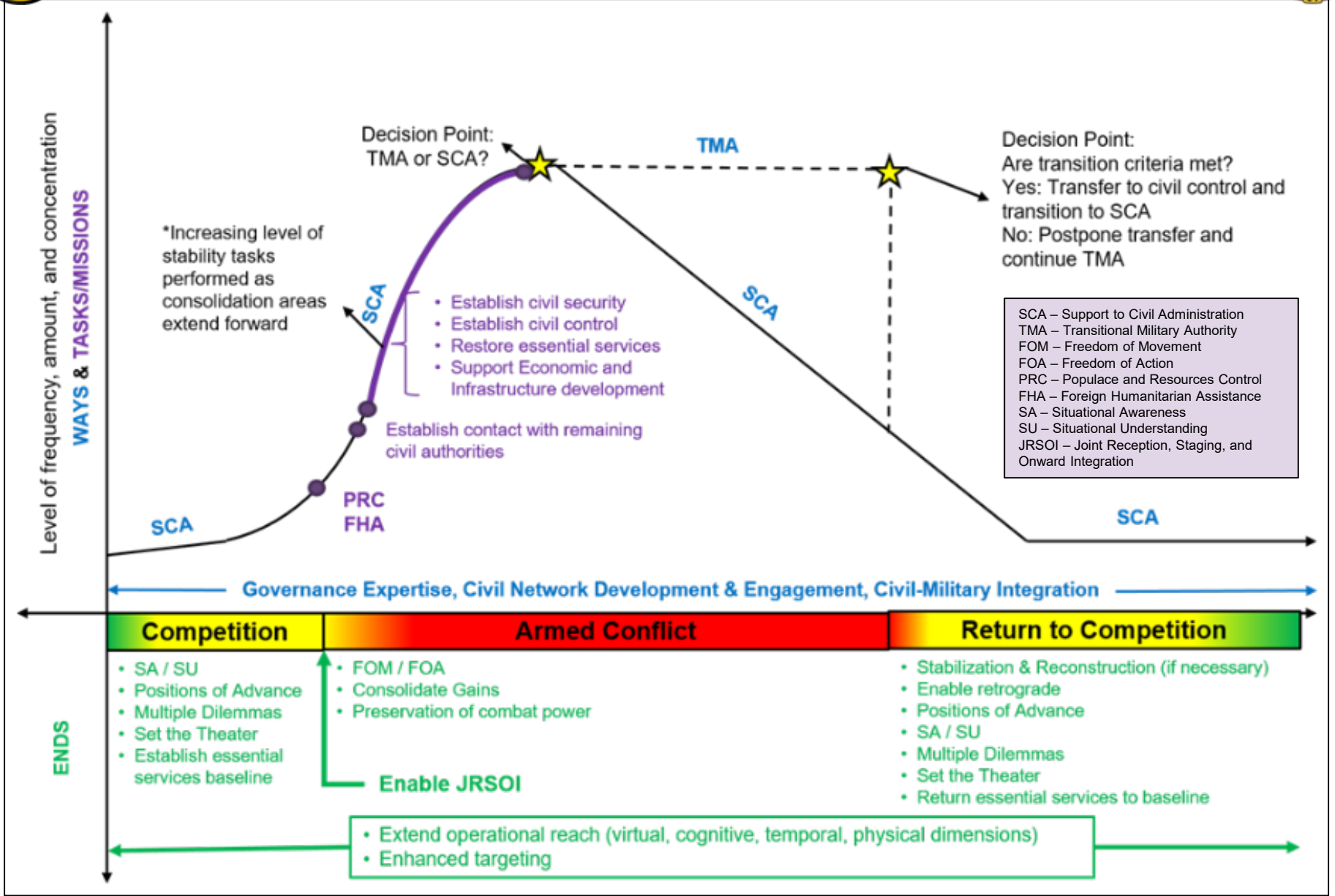
CA forces, through civil and political interactions, inherently conduct Irregular Warfare throughout the competition continuum and in all AUTL tasks.*



*A struggle among state and non-state actors for legitimacy and influence over the relevant population(s). Also called **IW**. (JP 1)



Transitional Governance Operations Across the Competition Continuum



SCA – Support to Civil Administration
 TMA – Transitional Military Authority
 FOM – Freedom of Movement
 FOA – Freedom of Action
 PRC – Populace and Resources Control
 FHA – Foreign Humanitarian Assistance
 SA – Situational Awareness
 SU – Situational Understanding
 JRSOI – Joint Reception, Staging, and Onward Integration