What it Takes to Be a Successful CBRN Officer

如何成為一位稱職的化學兵軍官

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After 14 years of operations in Afghanistan and Iraq, chemical, biological, radiological, and nuclear (CBRN) company grade officers have lost their ability to be the go-to staff officers while maintaining technical competence within their military occupational specialty. For the past 30 years, successful chemical officers had one common characteristic-they were excellent staff officers who were seen as valued members of the team. Chemical officers carried the reputation as some of the most competent operations officers in the Army, in part because most of their time was spent in operations centers from battalion to division. While we spend many hours in

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the classroom developing an understanding of what is required technically of a CBRN officer, we have forgotten how to be a CBRN officer.

經過了 14 年在阿富汗及伊拉克的軍事行動後，當化學兵部隊中的連級軍官致力於維持他們的本職學能的同時，他們亦失去了作為幕僚軍官的能力。過去 30 年間，稱職的化學兵軍官都具備有一個相同的特質—他們都是絕佳的幕僚軍官並且在團體中被視為重要的成員。頂著有良好聲譽及光環的化學兵軍官，部分的人在軍隊中是作為有能力的作戰官，部分原因是他們花費很長的時間在營級至師級的作戰中心歷練。當我們花費許多時間坐在教室內談論化學兵軍官所應需具備的條件的同時，我們顯然已經忘記如何作為一個化學兵軍官了。

The skills required are technical competence; noncommissioned officer (NCO) mentorship; multifunctional, artistic excellence; initiative; guts; and old-fashioned hard work. This article is designed to reboot our institutional memory of what it means to be a CBRN officer. Within a battalion or brigade formation, CBRN officers need to understand the CBRN officer role. The main role of the CBRN officer is to be the conduit between the unit commander and CBRN units. The CBRN officer synchronizes the unit with the unit mission requirements to ensure mission success.

稱職的化學兵軍官須具備之條件有技術能力、士官培養、多元且卓越的專業性、主動性、膽識、以及老生常談的辛勤努力。本篇文章的目的即在制度的層面上，重啟我們對於作為一個化學兵軍官所具備的意義。化學兵軍官需要了解在營級或旅級部隊中化學兵的角色為何。化學兵軍官主要的角色就是成為單位指揮官與化學兵部隊間的橋樑。化學兵軍官須使單位訓練與任務要求同步，以確保任務達成。

Understanding the unit mission includes- 單位任務包括－

- Assessing the threat and vulnerability of the unit based on current and future operations.
- 以當前及未來行動的觀點去評估單位的威脅及弱點。
- Providing a relevant CBRN defensive posture and actions to enable the unit core mission.
- 提供與化生放核相關的防護構想及作為，使單位得以達成核心任務。

CBRN officers provide the commander with tactical and technical advice to protect the force and employ CBRN defense capabilities in the area of operations. The CBRN officer's duty is to show the need for CBRN training and to demonstrate its importance to the commander. A useful tool for this is the monthly unit status report (USR).

化學兵軍官提供指揮官戰術及戰技專業建議以確保部隊戰力，並全般運用作戰區內化生放核防護能力以達成任務。化學兵軍官之職責，在向單位指揮官顯示化生放核訓練之必要及重要性。對此來說，有一個很好用的工具叫做每月單位狀態報告表。

Completing the USR is one of a long list of potential duties we perform, and it

is usually a task that others on staff dread. Completing the USR provides an opportunity to display competence and communication skills to senior leaders, and it is a stepping-stone for greater responsibility. How many other staff officers brief the commander monthly? This task can set you apart from your peers or mire you in the doldrums of mediocrity. Because CBRN readiness is a reportable item on the USR, the USR is a useful tool for illustrating the importance of CBRN training.

完成每月單位狀態報告表是一長串的工作清單，而這對很多人來說是一件令人感到恐懼的任務。完成每月單位狀態報告表為提供向資深指揮者展現能力及溝通技巧的機會，而亦是負有更大責任的里程碑。其他那麼多的幕僚軍官每月要如何向指揮者實施簡報？這個動作可以讓你在同事間顯得與眾不同，或也可能讓你顯得平庸無奇。因為化生放核的整備工作在每月單位狀態報告表上是可以顯現得出來的，所以每月單位狀態報告表會是一個有效的工具，用來顯現化生放核訓練的重要性。

Completing the USR forces you to establish networks and build relationships vertically and horizontally so that you can influence CBRN operations and mission effectiveness. Effective CBRN officers develop open communication and build a good rapport with superior and subordinate leaders and key staff officers. Furthermore, effective CBRN officers develop relationships with CBRN leaders and staff within and outside of their hierarchy. This allows the CBRN officer to stay updated; receive and facilitate valuable, low-density training; and stay connected with the CBRN community for professional and personal growth. Maintaining connections with the Chemical Corps will also help maintain technical competence as new equipment, training, and initiatives become available.

完成每月單位狀態報告表會促使你建立工作網路並建立橫向及縱向的關係，如此，你就可以影響化生放核作戰及任務的有效性。有效率的化學兵軍官會發展開放的溝通管道並與各階層的領導者及關鍵的幕僚軍官建立良好且密切的關係。更進一步，有效率的化學兵軍官會與體制內、外化學兵領導者及幕僚培養良好關係。這使得化學兵軍官持續精進，無論是在化學兵的專業或個人成長方面，都可以持續精進，接受並促進有價值且低密度的訓練，並與化學兵部隊維持聯繫。與化學兵群保持聯繫亦可幫助持續了解新式裝備、訓練及作業方式的啟用狀況。

Technical competence in the field of CBRN operations encompasses numerous missions required for the survivability of the force. According to Department of the Army (DA) Pamphlet (Pam) 600-3, Commissioned Officer Professional Development and Career Management, CBRN operations include protection, interdiction, offensive operations, active and passive defense, elimination, and consequence management. CBRN officers attend the CBRN Basic Officer Leader's Course and the CBRN Captain's Career Course, where they learn how to best support their units in the execution of unified land operations, filling the roles that are outlined in DA Pam 600-3. CBRN officers further develop and hone these skills while training with their units and, most importantly, receive training from our

tremendous CBRN NCOs.

在化學兵行動場景中的技術能力，會面臨到許多戰力保持的任務要求。依陸軍準則 600-3「軍官本職發展及職業管理」，化生放核行動包括防護、阻絕、攻勢作戰、主動及被動防禦、消除及災後復原。化學兵軍官參加化生放核基礎軍官領導課程及化生放核高級軍官班課程，可學習到如何協助單位執行聯合陸上行動並扮演好陸軍準則 600-3 規範中的角色。化學兵軍官更應於單位訓練中培養及磨練相關技巧，更重要的是，要接受我們優秀化學兵士官的指導及訓練。

The first technical experts that newly graduated CBRN officers encounter are CBRN NCOs; they form a keystone to the success of the CBRN program. Aside from providing on-the-job training for their officer counterparts, their experience and technical expertise provide the foundation for a solid program that ensures proper employment, maintenance, and training of all things CBRN. The challenge can be the availability of these highly competent NCOs whose skill set is in equal demand elsewhere in the unit. Many CBRN NCOs have additional duties that cause CBRN operations to be relegated to their secondary duty. Articulating the importance and relevance of the CBRN operation to the unit mission is a team effort. It is the officer's job to ensure that the NCO is given the time and resources necessary to fulfill the CBRN obligations to the unit.

剛畢業的化學兵軍官們作為一級技術專家，首先要面對的是化學兵士官們；他們是化生放核課程得以成功的關鍵基礎。除了為他們的軍官夥伴們提供在職訓練外，他們的經驗和技術專長亦是既定課程的基本條件，確保整體化學兵派職的適切性、持續性及訓練。其中可能面臨的挑戰是這些人才得之不易，因為具備相當技術的優秀士官在其他單位內也是相當重要的。許多化學兵士官都背負著其他的職責，因此對他們來說化生放核行動相對的都成了次要的職掌。將化生放核行動的重要性及關聯性與單位任務相連結是整個團隊要一起努力的。而軍官的工作就是要確保給予士官時間及資源來達成單位的化生放核責任。

CBRN officers can also be requested to do jobs outside of their normal duties. The Chemical Corps maintains some of the most intelligent officers in the Army, a fact that is often reinforced by many of our maneuver brethren. However, some might lack the sense or feel of combined arms operations and decisive action as members of a combined arms team. The ability to understand the operating environment and integrate and manage capabilities in the chaotic and complex operations of today and the future cannot be trained. It must be experienced in training environments at home station or training centers. There is a direct correlation between the CBRN officer's ability to successfully master staff officer operations and to integrate CBRN defense operations into their respective combined arms teams and formations. Bluntly stated, if CBRN officers cannot perform the basic skills required of a general staff officer, they will not be allowed to be CBRN officers. Their duties will focus on the USR and other tasks that are not popular among the staff. This can be prevented.

化學兵軍官也可能被要求要執行一般任務之外的工作。化學兵群擁有一些

陸軍中很聰明的軍官，事實上這也常被其他單位施加壓力。然而，作為一支聯合軍種團隊成員，部份的人卻缺乏所應具有的決策及聯合軍種行動的內涵及思想。了解作戰環境及整合並控制現在及未來複雜及混亂行動的能力，是無法被訓練的。必須藉由在駐地或訓練中心的訓練環境中來體驗而得。化學兵軍官成功精練的幕僚軍官行動能力及他們整合各自的聯合軍種團隊中化生放核防禦行動有直接的相聯性。大抵來說，如果化學兵軍官不能夠展現一般幕僚軍官應有的基本條件，那他們就不被允許成為一位化學兵軍官。他們的工作將會置重點在每月單位狀態報告表及一些幕僚不大喜歡的其他作業。這種情形是可以避免的。

The U.S. Army Chemical, Biological, Radiological, and Nuclear School (USACBRNS) programs of instruction for the CBRN Basic Officer Leader's Course and the CBRN Captain's Career Course currently far exceed any other CBRN training conducted in the past 30 years. This training provides the requisite depth and breadth of CBRN technical instruction to prepare an officer to meet the CBRN defense mission requirements of any formation in the force. Regardless of technical competence, the challenge since the 1980s has been having the opportunity to train and exercise units in the execution of CBRN defense skills. But by first being good staff officers and assistant operations staff officers, we can overcome the challenge.

現今在美國化學、生物、放射性、核子學校(化生放核學校)中，對化學兵基礎軍官領導課程及化學兵高級軍官班領導課程的傳授內容，已經遠遠超越過去三十年間實施的任何化學兵訓練課程。這樣的訓練，提供了化學兵技術指導必要的深度及廣度，讓所有化學兵軍官準備好迎接化生放核防禦任務要求。先不提技術能力，自 1980 年代就開始，各單位執行化生放核防禦技巧訓練及演習的機會就是一個挑戰。但就因我們是最好的幕僚軍官及助理作戰幕僚軍官，我們可以克服這挑戰的。

Our Army is undergoing a transition from forward operating base operations to combined arms operations in a decisive action environment. Successful operations will require that operations centers manage information for the commander and maintain the ability to generate options to take advantage of success. CBRN officers have a unique opportunity to play a large role in this process by integrating themselves as key players into operations centers if they choose to take the initiative. While the future is unclear, we are focused on combined arms operations and decisive action to develop flexibility to meet any adversary. Our responsibility in that effort is to ensure the protection of our formations and ensure freedom of action in a weapons of mass destruction environment. We need to regain our senior leaders' confidence that we can and will do this job with expertise and competence. However, to earn this role, CBRN officers must step up and accept a little professional risk, be willing to learn from their mistakes, and constantly strive to improve. Current and future CBRN officers must take the initiative, dig deep, and selflessly serve for the opportunity to excel.

因應戰場速決環境需要，我們的軍隊正在進行轉型，將從基地作戰轉型為

聯合兵種作戰。成功的作戰仰賴作戰中心管理信息並提供給指揮者及維持產生決策選項的能力，以為成功製造優勢。如果化學兵軍官選擇拿下主動權的話，那麼在作戰中心他們就特別有機會成為重要的角色。當前景尚未明朗時，我們則將聚焦在聯合兵種作戰及決策行動，以為迎接任何敵人培養靈活性。在這其中我們的責任是確保我部隊防護並確保大規模毀滅武器環境下行動的自由。我們必須讓指揮官相信，我們可以、且一定會用專業和能力來完成任務。然而，為了獲得這個角色，化學兵軍官必須加快步伐並承擔一些風險，要願意從自己犯下的錯誤中學習並持續精進。現在和未來的化學兵軍官們必須要主動、努力、並無私奉獻，以掌握領先於他人的機會。

Endnote 註釋：

1. DA Pam 600-3, Commissioned Officer Professional Development and Career Management, December 3rd., 2014.美陸軍準則手冊 600-3，《軍官專業發展及職涯管理》，2014 年 12 月 3 日。