

Rethinking the CBRN Officer Career Path for Command and Staff Positions 重新審視化生放核軍官指揮與幕僚職之角色與定位

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By Major Cameron W. Lothridge

著者：Damon M. Yourchisin 先生

譯者簡介



譯者何書慧上尉，畢業於維吉尼亞軍校 2012 年班(化學系)，美化學軍官初級班 2013-1 期，歷任排長，現任化訓中心化學組教官。

According to Department of the Army (DA) Pamphlet (Pam) 600-3, Officer Professional Development and Career Management, “Officers will be managed by categories and groups with similar functions to facilitate the development of officer functional competencies required on the future battlefield. The design is not intended to reflect where officers serve on the battlefield, but to align the functions and skills required.” Army functional categories are listed in Table 1. The Chemical Branch is currently aligned under the Operations Functional Category. As the Army prepares to enhance readiness through talent management, realignment of the Chemical Branch to the Operations Support Functional Category should be considered in order to better facilitate the development of CBRN officer functional competencies required for large-scale combat operations.

根據陸軍手冊 600-3(DA Pam 600-3)軍官專業發展和職涯管理所述：「應按相似的任務型態區分種類與組別來管理軍官職涯，以促進其可發展在未來戰場所需的兵科能力。本管理設計之目的不是為了反應軍官在戰場上服役的位置，

1 Major Lothridge is currently attending the Army Command and General Staff College at Fort Leavenworth, Kansas. He holds a bachelor's degree in political science and a master's degree in cyber security from the University of South Florida, Tampa. (Lothridge 少校目前肯薩斯州萊文堡的陸軍戰爭學院就讀，他本身具備坦帕市南佛羅里達州大學政治科學學士學位以及網路安全碩士學位)。

而是為了調整戰場所需的兵科能量和本身技能一致性。」² 以下表一介紹陸軍任務型態種類，而化學兵科目目前隸屬於戰鬥種類。³ 現在陸軍預劃使用人才管理來增強備戰狀態，應考慮將化學兵科重新調整為戰鬥支援種類，以協助發展大規模作戰行動所需的化生放核軍官兵科能量。

Operations	Operations Support	Force Sustainment
Air Defense Artillery	Enterprise Marketing/Behavioral	Adjutant General
Armor	Force Management	Army Acquisition
Aviation	Foreign Area Officer	Financial and Comptroller
Chemical	Information Networks Engineering	Logistics Corps
Engineer	Military Intelligence Branch	Ordnance
Field Artillery	Nuclear and CWMD Officer	Quartermaster
Infantry	Operations Research/Systems Analysis	Transportation
Military Police	Public Affairs	Information Dominance
Army Special	Signal Corps	Cyber
Civil Affairs	Simulation Operations	Electronic Warfare
Psychological Operations	Space Operations	Information Operations
Special Forces	Strategic Intelligence	Special Branches
	Strategist	Army Medical
	United States Military Academy Professor	Chaplain
		Judge Advocate

Table 1. Current Army functional categories and career groups

戰鬥	戰鬥支援	戰力保存
防空砲兵	企業行銷/行為	行政
裝甲兵	部隊管理	武獲
陸航	外事聯絡	主計
化學兵	資訊網路工程	後勤
工兵	軍事情報	兵工
野戰砲兵	核子與反大規模毀滅性武器	經理
步兵	作戰研究/系統分析	運輸

2 Department of Army, DA Pam 600-3, Officer Professional Development and Career Management, (3 April 2019), p. 11.

3 Smartbook DA Pam 600-3, Officer Professional Development and Career Management, U.S. Army Chemical Corps, 1 June 2017, <<https://www.milsuite.mil/book/groups/smartbook-da-pam-600-3>>, accessed on 15 April 2021.

憲兵	大眾	資訊類別
陸軍特科	通信兵	網路
民事	模擬戰	電戰
心戰	太空戰	資訊戰
特戰	戰略情報	特科
	戰略研究員	陸軍醫療
	美國軍校教授	牧師
		軍法

表 1 目前陸軍任務型態種類及職涯組別

Key developmental (KD) positions for CBRN officers at ranks of lieutenant through major should serve as a means to develop technical and tactical competencies for successfully serving as a tactical CBRN battalion commander or the primary CBRN staff officer at echelons above brigade. These goals align with attaining a successful 20-year professional career of service and the rank of lieutenant colonel. Smartbook DA Pam 600-3, Officer Professional Development and Career Management, states, “CBRN officers plan, employ, and coordinate CBRN systems from platoon level through corps and joint task forces in support of joint and unified land operations.”⁴ CBRN officers develop these abilities by serving in CBRN staff and leadership positions at echelon and “. . . must possess knowledge of CM [Chemical Branch] requirements, wide area security/combined arms maneuvers CBRN unit support, and coordination principles.”⁵ Furthermore, “All company grade officers must focus their efforts during the company grade years on mastering the basic skills of their specific branch,”⁶ whereas, “the junior field grade years serve to develop the officer cohort in a variety of branch or [functional area] assignments within their functional category.”⁷

針對中尉至少校階化生放核軍官候選重要軍職這部分之經管發展(KD)，應著重在培養專業技術和戰術能力，以利其成功擔任化生放核部隊營長或旅級以上的主要化生放核參謀。這些重要軍職使軍官最終能獲得成功的 20 年職業生涯

及晉升中校階級的目標是一致的。陸軍合併準則 600-3 (Smartbook DA Pam 600-3)軍官專業發展和職涯管理指出：「化生放核軍官應計畫、運用及協調自排至軍級，甚至是聯合特遣部隊層級之化生放核系統，以支援聯合統一之地面作戰任務。」⁴ 化生放核軍官憑藉著在各部隊層級擔任化生放核幕僚和領導職發展上述能力，並且「...必須具備化學兵科(CM)專業、大面積警戒/聯軍機動化生放核部隊支援及協調原則知識。」⁵ 此外，「所有連級階層軍官(尉階)在連級基層單位服役期間時，應專精其兵科基礎專業」⁶，而「初級野戰階層軍官(少、中校階)發展其特有兵科之軍官階級應具備之能力。」⁷

The ability for CBRN officers to focus on mastering the basic skills of the Chemical Branch is impeded by its current alignment under the Operations Functional Category. The consensus among many leaders within the Operations Functional Category is that company commander as a captain and operations officer/executive officer as a major are the only viable KD (commonly referred to as hard-KD) positions when it comes to promotion potential. This is a logical thought process for many of the career groups within the Operations Functional Category because the majority of their career paths are focused on battalion and brigade command. However, this paradigm disvalues the key development that CBRN officers receive when advising senior commanders on countering weapons of mass destruction and conducting CBRN defense. This is important because most CBRN officers serve as staff officers for their entire careers. Many CBRN officers view these staff positions as “soft-KD” positions, or “purgatory”, while they wait for the hard-KD positions that matter for an Operations Functional Category promotion board. Yet, many CBRN officers find themselves seeking immaterial command, operations officer, or executive officer positions due to the lack of available technical hard-KD positions. These immaterial positions may broaden CBRN officers’ understanding of a different Army formation, but are unlikely to further their specific branch skills.

4 同註 2。

5 同註 2，p.2。

6 同註 1，p.14。

7 同註 1，p.15。

The risk to the profession is that there may not be enough quality CBRN lieutenant colonels to willingly serve as division CBRN officers and tactical CBRN battalion commanders if CBRN officers do not master the basic skills of the branch as captains and reinforce these skills as majors.

目前將化學兵歸類在戰鬥任務型態會阻礙化生放核軍官專精其兵科基礎知識。因戰鬥部隊長官對於晉升唯一可行的重要軍職(通常也被稱為必要經管)的共識是上尉階級軍官須擔任連長，而少校階須擔任作戰官或副營長。這樣的想法對許多在戰鬥種類的兵科是合理的，因為它們的經管發展通常著重在旅、營級之領導職。然而，這個經管方式將降低化生放核軍官對高階指揮官提出反大規模武器與執行化生放核防禦建議的相關職位之價值。這個非常的重要，因大多數化生放核軍官在其整體職涯中幾乎都擔任幕僚職，但許多化生放核軍官對於其幕僚職的看法皆為這只是在他們等待身為戰鬥兵科種類晉升須經歷的「必要經管」職缺之前的「非必要經管」或是「煉獄」職缺。然而，因為沒有足夠的「必要經管」幕僚職位，故多數化生放核軍官發現他們都在追求與兵科無關的領導職、作戰官，或副主官職位。這些職位也許可以拓展化生放核軍官對於不同兵科部隊編制的瞭解，但卻無法使他們繼續精進化學兵的應有的特殊專業技能。這樣將會降低其擔任師級化生放核幕僚意願，以及增加化生放核部隊營長的中校數量短缺的風險，因為他們在上尉階時並沒有專精化生放核基礎知識，也沒有在少校階級時強化其相關能力。

The Operations Support Functional Category might underwrite a more flexible career path that could better facilitate the development of CBRN officers due to a heavier staff-centric than command-centric career model for the career groups within the Operations Support Functional Category. Therefore, potential identified while serving as a CBRN staff officer would likely garner higher promotion potential with an Operations Support promotion board than with an Operations promotion board. This would enable CBRN captains and majors to spend more time in operational staff positions, expanding their knowledge and experience related to large-scale combat operations.

而戰鬥支援兵科種類相對具備較為彈性的經管規畫，對這種化生放核軍官

多數必須擔任幕僚職位而非指揮職的情況較有幫助。所以，相比戰鬥兵科，戰鬥支援可能才會提供擔任幕僚職的化生放核軍官較多的晉升機會。這使得化學兵上尉及少校可以在基層幕僚職擔任較長的時間，拓展他們對於大規模地面作戰任務的知識與經驗。

The transition of the Chemical Branch to the Operations Support Functional Category would not reduce the relevancy of the Chemical Corps to the maneuver community. On the contrary, the increased focus of serving on staffs as opposed to in hard-KD positions would place additional emphasis on supporting senior commanders. The Chemical Branch senior leaders would be better postured to coach officers on the importance of serving on operational staffs at each grade instead of recommending immaterial command, operations officer, or executive officer positions. This would also provide junior CBRN officers with enhanced mentorship from above-average CBRN officers at the division and corps echelons.

從戰鬥兵科轉換到戰鬥支援的作法並不會減少化學兵與機動部隊的關聯性。相反的，將必要經管著重在幕僚職缺將會加深強調支援高階指揮官的重要性。化學兵高階長官有較良好的經歷而教育下級軍官對於各層級作戰幕僚的重要性，而非重複歷練不重要的領導職、作戰官，或副主官職位。這也會提供化學兵初級野戰階層軍官(少、中校階)向軍、師級優秀化生放核參謀官更好的學習機會。

The Army selects officers to fill battalion and brigade command positions and specialized designated key billets through the centralized selection list (CSL) process. There are currently eight lieutenant colonel and six colonel CSL commands in the Chemical Branch. Shifting the Chemical Branch to the Operations Support Functional Category might introduce an opportunity to identify the 10 division and four corps CBRN officer positions as key billets through CSL. (Key CSL billets, which are common within the Operations Support Functional Category, do not currently exist in the Operations Functional Category.) This would be beneficial to the Army because the best available officers would be selected to serve in CBRN command, division CBRN officer, or corps CBRN officer

positions. A lack of incentives for retirement-eligible lieutenant colonels and colonels has resulted in an Army struggle to fill division and corps CBRN officer positions with quality officers. Codifying division or corps CBRN positions on the CSL would provide the opportunity for extremely talented officers to express their preference for these key staff positions over command if the key staff positions better align with their knowledge, skills, behaviors, and desires. These officers would be more competitive for acceptance to the senior Service college, promotion to colonel, and CSL selection at colonel if CBRN division officer positions were identified as key billets on the CSL—certainly more so than if the positions were not on the CSL.

陸軍使用候選名冊(CSL)方式來甄選營、旅長，與特定關鍵職位(與我軍重要軍職意義類同，有助以後經管發展)。化學兵候選名冊(CSL)目前有 8 名中校和 6 名上校指揮職缺。將化學兵從戰鬥兵科轉變到戰鬥支援可再將 10 個師級和 4 個軍級化生放核參謀官編列為候選名冊(CSL)關鍵職位。(目前戰鬥兵科候選名冊(CSL)涵蓋的職缺沒有戰鬥支援很常見的關鍵職位。)這對陸軍是有利的，因為化生放核主官職，以及師、軍級化生放核參謀官職缺會由最優秀的軍官擔任。缺乏符合退伍條件的中校和上校職缺的誘因，導致陸軍難以用高素質的軍官填補師、軍級的化生放核參謀官職缺。若將師、軍級化生放核參謀官改列為候選名冊(CSL)關鍵職位，而這些關鍵參謀職位更符合具備高度才華軍官們的知識、技能、作為和想望，則他們就有機會表達他們冀望擔任關鍵參謀職位而非指揮職的想法。如果師級化生放核參謀官確定調整為候選名冊(CSL)的關鍵職位，這些軍官在錄取戰爭學院、晉升上校和競選候選名冊(CSL)上校職缺方面將比起原先不在名冊時更具競爭力。

There are risks involved in designating division and corps CBRN officer positions as key billets on the CSL. The number of Chemical Branch CSL requirements would increase to 18 lieutenant colonels (nine per year) and 10 colonels (five per year). These requirements would likely encompass the entire pool of eligible quality CBRN officers each year. Therefore, Chemical Branch officers would likely be unable to serve in immaterial lieutenant

colonel and colonel CSL commands such as those involving recruiting, basic training, or garrison. This could be considered detrimental to the overall career progression of a specific CBRN officer, but these officers have already reached the pinnacle of a successful career—and serving in a division or corps CBRN officer position would provide them with the opportunity to mentor the next generation of CBRN officers toward successful careers. Because the Chemical Branch is extremely small at the lieutenant colonel and colonel ranks, we must carefully place these talents in positions where they can best support the unique functions that the Chemical Branch provides for the Army.

然而，將師、軍級化生放核參謀官職缺調整為候選名冊(CSL)的關鍵職位仍存在風險。化學兵候選名冊(CSL)人數將增加到 18 名中校(每年 9 名)和 10 名上校(每年 5 名)。每年所有資格符合的優秀化生放核軍官可能剛好滿足這些人數需求。因此，可能沒有化學兵科的軍官擔任非兵科相關的中校指揮職和候選名冊(CSL)的上校指揮職，例如招募、新訓或守備部隊的指揮職。這也許會被認為不利於特定化學兵軍官個體的職涯發展，但這些軍官已經達到了成功軍旅生涯的顛峰-而且擔任師、軍級的化生放核參謀官職位的經驗提供他們可以進一步再指導下一代的化學兵軍官規劃成功職涯的機會。由於化學兵科中、上校職缺非常少，我們必須謹慎地將人才放在最能發揮化學兵科獨特專業以提供陸軍相關支援能量的位置。

The Chemical Branch needs to reevaluate the current career path in order to fully prepare officers to serve as senior CBRN commanders and division/corps CBRN officers. The path should ensure that officers are given the opportunity to transition from staff positions to technical leadership positions from the ranks of lieutenant through major; however, the problem requires additional research and is dependent on the functional category of the Chemical Branch. A possible redesigned career model if the Chemical Branch moved to the Operations Support Functional Category is provided in Table 2 (page 32).

化學兵需重新評估當前的經管規畫，以便充分準備軍官勝任高階化生放核指揮官和師、旅級化生放核參謀官職位的能力。這個規畫應確保中尉到少校階

的軍官有機會從參謀職轉換到技術領導職；然而，這個問題尚需進一步研究，且其取決於化學兵科歸類在哪個任務型態。化學兵若轉換為戰鬥支援兵科後，重新設計的經管規畫建議說明如下表 2。

Lieutenant		Captain	
KD Assignments	• Battalion CBRN Officer • Operational Platoon/Team Leader • Operational XO	• Operational Company Commander • Chemical Recon Detachment Command • Brigade CBRN Officer	
	• IMT Platoon Leader/XO • Aide-de-Camp	• Small-Group Instructor • NTC/JRTC/1st Army OC/T • One-star Staff Positions (ESC/TSC/AAMDC) • Recruiting/TRADOC Company Commander • Scholarships/Internships • HRC Career Manager • Training With Industry • CBRN Officer SFAB • USMA/ROTC Instructor	
Major		Lieutenant Colonel	Colonel
• Operational Battalion/Brigade S-3 • Operational Battalion/Brigade XO • Deputy Division/Corps CBRN Staff Officer • Special Forces Group CBRN Officer • 160th SOAR CBRN Officer • Division/Corps G-5 Staff Officer		• CSL Lieutenant Colonel Level Command • CSL Division CBRN Officers	• CSL Colonel Level Command • CSL Corps CBRN Officer
• ACOM/DRU/Joint Staff Officers • CTC Combat Trainer • TRADOC Battalion/Brigade XO/S-3 • Recruiting Battalion/Brigade XO/S-3 • CBRN School Staff • Futures Command Staff • HRC Career Manager • USMA/ROTC Instructor		• ACOM/DRU/Joint Staff Officer • Brigade DCO • ROTC Professor of Military Science • HRC Branch Chief • Inspector General • CBRN School Staff	• ACOM/DRU/Joint Staff Officers • CBRN School Staff • Futures Command Staff

Table 2. Possible redesigned career path for CBRN officers

	中、少尉	上尉
重要軍職	● 營化生放核官 ● 部隊排/組長 ● 部隊副連長	● 部隊連長 ● 化學偵檢小隊長 ● 旅化生放核官

拓展軍職	● IMT 排長/副連長 ● 侍從官	● 小組教官 ● NTC/JRTC/第一軍團 OC/T ● 准將幕僚職(ESC/TSC/AAMDC) ● 招募/TRADOC 連長 ● 獎學金/實習 ● HRC 職涯管理 ● 工業相關訓練 ● SFAB 化生放核官 ● USMA/ROTC 教官	
少校	中校	上校	
● 部隊營/旅作戰官 ● 部隊副營/旅長 ● 師/旅級化生放核副參謀官 ● 特戰小組化生放核官 ● 第 160 SOAR 化生放核官 ● 師/旅級作戰官	● 候選名冊(CSL)中校階指揮職 ● 候選名冊(CSL)師級化生放核參謀官	● 候選名冊(CSL)上校階指揮職 ● 候選名冊(CSL)軍級化生放核參謀官	
● ACOM/DRU/聯軍幕僚 ● CTC 戰鬥教練 ● TRADOC 副營/旅長、作戰官 ● 新訓副營/旅長、作戰官 ● 化生放核學校幕僚 ● 未來指揮部幕僚 ● HRC 職涯管理 ● USMA/ROTC 教官	● ACOM/DRU/聯軍幕僚 ● 旅 DCO ● ROTC 軍事科學教授 ● HRC 分支組長 ● 一般督導官 ● 化生放核學校幕僚	● ACOM/DRU/聯軍幕僚 ● 化生放核學校幕僚 ● 未來指揮部幕僚	

說明:

AAMDC 空軍及飛彈防衛指揮部
 ACOM 陸軍司令部
 CTC 戰鬥訓練中心
 DCO 副指揮官
 DRU 直屬單位
 ESC 遠征支援指揮部
 G-5 作戰官

HRC 美國陸軍人力資源指揮部
 IMT 新訓
 JRTC 聯合整備訓練中心
 NTC 國家訓練中心
 OC/T 觀察教練/官
 Recon 偵察
 ROTC 預備軍官訓練團

S-3 訓練官
 SFAB 警戒部隊支援旅
 SOAR 特戰航空團
 TRADOC 美國陸軍教育準則指揮部
 TSC 戰區支援指揮部
 USMA 美國軍事學校
 XO 副主官

表 2 化學兵軍官經管調整建議表

We must recognize that the Army is seeking to effectively manage talent by aligning the knowledge, skills, and behaviors of

officers to the most critical positions in order to fight and win on the battlefield against any adversary in the world. The Chemical Branch has historically struggled to develop the technical skills of officers and build their competitiveness for promotion by seeking hard-KD positions due to inclusion in the Operations Functional Category. This has led to a lack of availability of eligible quality officers who are willing to serve as division and corps CBRN officers. Therefore, the Chemical Branch should accept the risks in transitioning to the Operations Support Functional category in search of a career model that can better develop CBRN officers so that they are ready to command CBRN formations and advise senior commanders on countering weapons of mass destruction and CBRN defense during large scale-combat operations.

我們必須認知到陸軍正在尋找將軍官知識、技能和行為與最關鍵的職位相結合的方式來有效管理人才，以便在戰場上與世界上任何敵方對戰並取得勝利。而由於化學兵現在隸屬戰鬥兵科，故軍官們一直在努力尋求「必要經管」的職位來建立他們的晉升競爭力，而無法專精自身專業技能。然這卻導致資格符合且願意擔任師、軍級的化生放核參謀官的軍官人數不足。因此，化學兵應接受轉換為戰鬥支援兵科的風險且發展可以更好地培養化生放核軍官的經管規畫，以便軍官完備指揮化生放核部隊的能力，並能在大規模地面作戰任務中，提供高階指揮官反大規模毀滅性武器和化生放核防禦之相關建議。

Endnotes: 註釋：

1. DA Pam 600-3, Officer Professional Development and Career Management, 3 April 2019. 《陸軍手冊 600-3：軍官專業發展和職涯管理》，西元 2019 年 4 月 3 日。
2. Smartbook DA Pam 600-3, Officer Professional Development and Career Management, U.S. Army Chemical Corps, 1 June 2017, <<https://www.milsuite.mil/book/groups/smartbook-da-pam-600-3>>, accessed on 15 April 2021. 《Smartbook 陸軍合併準則 600-3：軍官專業發展和職涯管理》，西元 2017 年 6 月 1 日。