

Original article

The issues of command of the Land Component in the operation

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INFORMATION

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ABSTRACT

The article aims to indicate scientifically justified solutions for the functioning of the command post of the Land Component and the circulation of information at that post. It explains the specificity of commanding the Land Component, which is reflected in the existence of three parallel types of planning: current, short-term, and long-term. Based on the available subject literature, many conclusions about the essence of commanding the Land Component are presented. In the author's opinion, they may constitute a starting point for further research on the issues of commanding the Land Component in the future prospective operational environment.

KEYWORDS

command, land component, joint operation



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Introduction

There are grounds to believe that the territory of the Republic of Poland and the Baltic States, due to their location on the border of the North Atlantic Alliance, may constitute an area of clashes in the first phase of hypothetical armed aggression of the enemy. This assumption is confirmed by the scenarios of national and allied exercises conducted in recent years. Therefore, the Land Forces of the Polish Armed Forces must be prepared to act as the Land Component of the Joint Defense Operation in the national dimension and as the Mechanized Corps in the Allied Defense Operation in the NATO Land Component. The initial phase of the Joint Defense Operation on the national territory might be aimed at stopping the enemy's attacking operation with possible support from the NATO Air Force or creating conditions for the transfer of forces from the allied states into the Baltic region while securing the national border by deploying troops and maintaining readiness to repel the enemy's air-land attack from the east and north. In both scenarios presented, the critical role is played by the land forces, prepared to sincere, direct and rear fight, in cooperation with other participants in the combined operation: Air Force, special forces, Navy, Territorial Defense Force, Military Police, Armed Forces Support Inspectorate, Military Intelligence and Counterintelligence Service, allied troops, and the non-military system. Such a large number of participants in a prospective

joint operation on the country's territory places high demands on the Command of the Land Component in the aspect of cooperation, coordination, directing the fight, planning of actions, and synchronization of undertakings implemented within the Component. To meet them, the Land Component Command must have an appropriate command structure, i.e., multi-level line and hierarchical staff structure with precisely defined service, organization and information dependencies, prepared to function in conditions of strong centralization of decision-making processes [1, p. 21]. This structure – flexible enough to be adapted to the changing situation on an ongoing basis – will constitute an integral part of the command post of the Land Component, providing its commander with appropriate conditions for commanding the forces absorbed in its composition when conducting a general joint operation, as well as the separated forces when conducting an allied operation on the national territory. Its location and functioning should be based on the national and allied chain of command relationships. It is worth pointing out that in a modern, complex operational environment, the knowledge and experience acquired during the participation in command and staff exercises and military missions abroad by individual specialists in specific, often unique problem areas is an integral part of the intellectual capital of individual functional modules of the command post. Knowledge, clarity of procedures, and stability and continuity of operations in the command post are factors determining the efficiency of functioning of such organizational structures in conditions of constantly changing challenges and threats. Therefore, frequent personnel changes and, in consequence, directing officers with specialties incompatible with the scope of tasks to be carried out to command posts, for the time being, may lead to the violation of the developed relations, breaking cooperation and, in the effect, disturbing the functioning of the whole system [2, p. 75-76].

1. The command post of the land component

The organizational structure of the peacetime command post of the Land Component should be constructed in such a way that its transformation for the needs of the War Command System requires the least possible personnel and organizational changes, limited only to accepting the necessary, substantially prepared specialists [3, p. 37].

The functionality of the command post of the Land Component is understood as a set of system attributes. It determines the ability to implement functions satisfying assumed needs while acting in specific conditions, will concern areas where we can assume managing activities, conducting current assessments and analyses, managing information, and planning subsequent activities for the benefit of troops performing the main task as key ones. The defined scopes of responsibility, directed at the realization of the following undertakings, also referred to as functions held at the command post result strictly from them [4, p. 105-106]:

- protection of the command post as regards movement and deployment, security and defense, and maintenance of continuity of operations,
- preparation and distribution of command documents (directive, planning, information, reporting and support ones),
- providing the Land Component Commander with the conditions to make decisions,
- ensuring the functioning of the Joint Operations Center (PCO),
- management and coordination of OPCON (operational control (OPCON) and tactical control (TACON) activities.

The coordination indicated above should be seen as the integration of the effects of independent parts of the organization oriented on the achievement of the main objective and

the aggregation of efforts of different actors within one organization due to their procedural differences in perception and problem-solving [5, p. 50].

Achievement of the objectives within the previously indicated scope of operation requires respecting the assumptions defined in the problem theory as command requirements, which include: operability, efficiency, flexibility, effectiveness, durability, and efficiency of command [1, p. 23-24]. Within the framework of command efficiency, the Land Component commander is obliged to monitor the situation continually, hence he/she can react to changes taking place and make appropriate decisions, which in the form of orders are directed to subordinates, ensuring efficient and proper use of forces and means [6, p. 56]. The command's effectiveness should be considered a process in which the commander assesses the conformity of the achieved results of the conducted activities with the previously assumed objective understood as the performance of a given task [1, p. 24]. The command flexibility is defined as the ability to adapt command structures to the changing environment and apply various command methods and techniques during planning, organizing, and conducting activities [1, p. 24]. Within the framework of command effectiveness, the aim is to achieve better solutions in conditions of constant resources, through the rational realization of command functions. They constitute a set of planned or actual tasks and undertakings carried out by functional persons or organizational units within the framework of command. They include planning, organizing, motivating, and controlling. The durability of the command is expressed in the ability to function under conditions of a complex enemy operation (also in cyberspace) and the ability to reproduce violated, damaged, or overpowered elements of the command system. The efficiency of the command allows for making quick decisions and transferring them to their executors. Proper organization of communication, appropriate operating procedures, and division of competences of individual functionaries, adequate to the tasks belong to the factors determining the command efficiency. All the commands, as mentioned earlier, requirements are applicable to the activity organized in the Land Component: Command Post and Alternate Command Post, Advanced Command Post, and Air Command Post.

In the light of the theoretical assumptions presented above, it becomes possible to indicate scientifically obtained solutions that can be applied in the Land Component command post organized based on the Land Operations Center – the Land Component Command. The structure of such a command post can be based on four main elements: command authority, command post, communications center, and support group. The command post of the Land Component (Polish abbrev. SD) is designed to provide the commander with conditions for orders to be transferred to his/her subordinates during the execution of his/her joint operation tasks. It is organized as stationary-mobile, i.e., deployed in selected and pre-prepared objects, where mobile means of communication and IT complement the target command needs in terms of ICT services [7, p. 34].

The Land Component Alternate Command Post Command Post (Polish abbrev. ZSD) enables the monitoring of situation development, acquisition, collection and storage of military command documents and, taking over command in case of change of the command post. The ZSD functional structure is the same as SD [8, p. 180].

The Land Component Advanced Command Post (Polish abbrev. WSD) is an appropriately prepared and equipped workplace developed periodically, as required, to provide the commander with the command of subordinate troops during the decisive phases of the operation (fight). The manning shall be separated from the command post on an ad hoc basis. The WSD is organized as mobile, i.e., prepared to be deployed in all conditions with or without the use of stationary facilities, and staff work is carried out on mobile means. Organization of

the Land Component WSD should enable coordination of reconnaissance, maneuvering and fire support, air support, Air Force and army aviation (Polish abbrev. LWL) and Air Defense (Polish abbrev. OPL), engineering support and chemical defense (Polish abbrev. OPBMAR), logistic and medical protection of the command post, ensuring communication with subordinate troops, own SD and super-visors and neighbors, and the possibility of quick change of the deployment area of the command post. The manning of the Land Component Advanced Command Post can be a commander, secretariat, office, WSD command, operational group (operational officer, reconnaissance, missile and artillery troops, engineering troops, anti-aircraft defense, army aviation, logistics or communication systems management), support group, and guard subunit.

The Air Command Post of the Land Component (PPD) is a suitably equipped helicopter or plane which provides the commander with the command functions of subordinate troops during regrouping (relocation) and in dynamic combat situations [8, p. 182].

Conclusions obtained during numerous exercises indicate that the primary function of the command post of the Land Component will be to command the forces that are part of it when conducting a joined operation in the national dimension. In the allied dimension, however, this function might be the command of troops that have not been transferred under NATO command and participate in an allied operation on the national territory. Within the framework of these undertakings, the post of command will focus mainly on planning the use of the assigned forces, accepting tactical associations and troops into the composition of the component, cooperating with other types of Armed Forces and participating in the process of agreeing on objects of destruction (targeting). Depending on the development of the system, it will also be necessary to prepare and update plans for the use of the component in a joint operation, to monitor the movement of troops assigned to its composition or of allied forces (in the case of having a military movement monitoring cell in the structure of the command post), and organize actions in the entrusted area of responsibility, under the previously prepared plan. Commanding a component imposes many tasks on its commander, including liaising with other participants in a joint operation, such as:

- commanding the forces and means forming part of the Land Component when conducting a national joined operation and the troops not transferred to the NATO command in an allied operation in a designated direction, together with the implementation of the planning process for their use,
- efficient admission to the subordination of the forces and measures designated for the composition of the KL and monitoring of their displacement,
- coordination of the operation of the Land Component with the other components, and within this framework, deciding on objects of destruction (impact) and synchronization of operation of the forces comprising the Land Component,
- monitoring a crisis situation in the area of responsibility,
- development and updating of the Land Component Force Plan [9, p. 55] under the National Joined Operation,
- organizing the defense in the area of responsibility in accordance with the plan of use,
- cooperation with the Air, Marine, Special Forces Components, the Armed Forces Support Inspectorate, the Military Police, the Military Counterintelligence Service (Polish abbrev. SKW) the Military Intelligence Service (Polish abbrev. SWW), and the non-military system outside the area of responsibility,
- providing operational cover for the development of allied forces on land.

In the Combined Defense Operation, the commander of the Land Component will report to the Supreme Commander of the Armed Forces and command the forces transferred to the subordination for the duration of the operation, in accordance with the specified command powers. In the framework of the Allied Operation, the main task of the Land Component Commander will be to ensure the cooperation of his/her subordinate troops with the Allied Powers.

The theoretical assumptions presented above, as well as conclusions obtained during the exercises, allow indicating the structure, based on scientific premises, of the Land Component's state commanding environment, together with the hypothetical scope of tasks of its functional modules. The experience gained shows that the commander must clearly define the scope of tasks and powers of each command post (SD, ZSD, WSD, PPD) based on fixed operational procedures and the rhythm of his work. The aim of implementing Permanent Operational Procedures is to unify tasks, structures, and terminology. They constitute an essential document for the functioning of SD organizational units. They specify the purpose, structure, and tasks of functional persons and the detailed SD operational cells structure. They are updated on an ongoing basis following conclusions from experience gained during exercises and training and adapted to the conditions implemented by new doctrinal documents. The COL – DKL command post is governed by Permanent Operational Procedures, developed in relation to the adopted organizational structure. In turn, the rhythm of the work of the command post is introduced to combine the actions of the commanding authority into one whole.

The structure of individual command posts is doctrinally fixed and includes four essential elements as mentioned earlier [7, p. 34]:

- a command authority composed of appropriately organized command and staff modules, with clearly defined subordination relationships, powers, ranges of responsibility, general principles of operation and permanent operational procedures, as well as division and functional structure at the command post,
- the SD Command integrating its other elements, intended for planning and organizing comprehensive security for the operation of the command post. It is headed by the commandant of the command post, to whom the Head of the Support Group and the Head of the SD Communication Center report. The commander of the SD reports to the commander of the commanding officer that it supports.
- the communication center, designed to ensure the flow of information inside the command post, direct command and cooperation relations, and links to the appropriate telecommunications network,
- the support group, in which the potential of the forces and means of restraint is combined.

The work rhythm of the command post of the Land Component shall be organized in a 24-hour system, based on the adopted briefing plan to maintain regularity and order of the activities carried out and to achieve the necessary efficiency. It defines a model of functioning, which serves the purpose of combining efforts into one whole and supporting coordination that is a necessary condition for rational interaction of activities at the command post of the Land Component. The document detailing the rhythm of work is a daily schedule of permanent undertakings of the commander and the chief of staff, which constitutes a base for the heads of modules and independent SD teams to develop their action plans. The working rhythm is a continuous process organized in two shifts. It is determined by the essential undertakings taking place in the areas concerning:

- commanding the forces and resources of the Land Component,
- planning,
- evaluation of the activities carried out and the results achieved,
- developing command documents,
- the reporting system,
- synchronizing the actions of the combat grouping elements.

The daily work rhythm of the command post of the Land Component takes place at briefings, meetings, and other undertakings. They include operational reporting (taking over and handing over the shift) in the Joint Operations Centre and other organizational units of the command post, information briefing of the Land Component Commander on the current situation in other components participating in the operation, Chief of Staff's coordination briefing, targeting briefing (determining and approval of the list of nominated targets), briefing on non-kinetic activities, short term planning briefing, commander's coordination briefing, videoconferencing with superiors and subordinates, preparation and issue of combat documents, circulation of planned and ad hoc reports, preparation and sending of the operational report, briefing on survival and protection of troops, and others – organized on an ad hoc basis as required. The Chief of Staff is the main coordinator of the Land Component Command Post activities. He/She reports directly to the Land Component Commander and is responsible for organizing and coordinating the LC SD's work.

One solution may be to divide this structural element of the command post into four functional modules: operational, reconnaissance, planning, and support to ensure the proper functioning of the command post for the tasks mentioned above imposed on the commander of the Land Component.

2. The characteristics of the Land Component command post functional modules

The competence scope of responsibilities of individual functional modules should be defined in permanent operational procedures, and the circulation of information between them should be organized based on classified ICT networks, classified means of communication, in writing (in text and graphic form, on electronic carriers), and orally.

The operational module of the command post of the Land Component might be used to monitor, coordinate, and support the commander in the process of command and control of the Joined Defense Operation on a national scale, in accordance with the powers conferred and the forces and resources held (allocated). Depending on the tasks of the Land Component, its personnel, forces and resources, and the Operational Module, he/she might be responsible for:

- the organization and management of the day-to-day operations of the subordinate troops and the implementation of cooperative, coordination, and synchronization activities with the other participants in the joined operation,
- assessing the combat situation of subordinate troops, their deployment and combat capabilities, and developing proposals to strengthen (support) them,
- the coordination of activities, both land and airborne, between users of the air-space of land forces (army aviation, airmobile troops, rocket and artillery troops, reconnaissance and electronic warfare troops) in the area of the Land Component's responsibility,

- planning, organizing and directing the combat support for the elements of the combat grouping of the Land Component,
- exchanging information and maintaining cooperation with other components.

In order to secure the day-to-day management of the Land Component’s operations, the operating module structure includes the Joint Operations Center (PCO) alongside other teams. It is a cell organized at the command post to provide the commander with ongoing information to ensure a common operational picture (COP) [10, p. 103]. The PCO’s main objective is to create the conditions for the Land Component Commander to lead troops by the adopted action plan. The Center fulfills its tasks based on elements of command and coordination of actions (Polish abbrev. EDKD), as the result of monitoring the situation, i.e., *collecting information enabling comparison of the planned state with the actual state of affairs*. The monitoring of activities gives a real picture of them and consequently, a basis for the revision of the adopted criteria for success [4, p. 169]. The main tasks of the Joint Operations Center, in addition to those indicated above, cover:

- ongoing planning and organization of the activities of the subordinate troops within two days,
- preparation of reports and documents for command and control of combat (combat orders, daily operational reports, scheduled and ad-hoc situation reports, the combat diary and situation maps updated in accordance with adopted procedures),
- coordinating activities in the Land Component’s operational area,
- assessment of the combat situation of the grouping’s elements (deployment, combat capabilities, completion, etc.), enabling proposals to be made for the necessary reinforcement and support if necessary,
- providing up-to-date information to the individual cells of the command post modules,
- keeping a situation map of the Land Component.

The composition of the Jointed Operations Centre of the Land Component (Fig. 1) may be as follows:

- in the operational group: specialists in deep, direct, indirect and rear, as well as reconnaissance operations,
- in the operation support group: specialists in military protection and survival, logistics, personnel matters, communications and IT, non-kinetic operation, personnel recovery, WMD defense,
- in the combined fire group: reconnaissance, artillery, targeting, land force aviation, and legal issues,

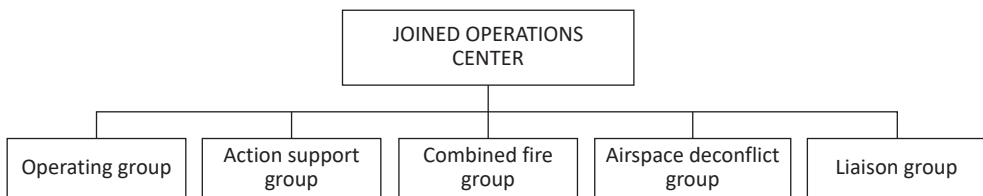


Fig. 1. An option of the organizational structure of the Land Component Joint Operations Center

Source: Own study.

- in the airspace coordination group: the Airspace Control Center team, an airmobile and anti-aircraft defense specialist,
- in the liaison group: liaison officers of the subordinate and cooperative units of the neighbors, the non-military system, and the field military administration bodies.

The head of the shift leads the Joint Operations Center. He/She informs the commander about the necessary corrections in the execution of the combat plan and presents proposals for the preparation of combat orders as part of current planning. The scope of his responsiveness will also include monitoring the implementation of tasks by elements of the Component's combat grouping and their maneuvering within the framework of deep, direct and rear actions – following the adopted synchronization plan, as well as proving the assessment of the combat situation and the position of neighbors through the prism of their influence on the axis of achieving the Component's goal. During the absence of the commander at the command post, the Head of the Joint Operational Center shall direct the activities of the combat grouping elements in accordance with his/her intention. He/She shall inform the commander of significant changes in the situation and present proposals for the development of Fighting Orders as part of current planning. He/She shall monitor and coordinate the implementation of tasks within the deep, direct, and rear activities by subordinate troops under the current order and synchronization plan. He/She is also liable for the constant updating of the situation map and keeping a log of combat activities.

Apart from the regular staff, the PCO's composition should include representatives of individual modules of the command post, liaison teams of subordinate tactical associations, and units and cooperating commanders (e.g., Military Police, the Armed Forces Support Inspectorate, Special Forces Component Command, Navy Component Command, and others). The realization of the complex spectrum of the Center's activities enables the implementation into its organizational structure of officers specializing in various fields, such as reconnaissance, deep, direct, and rear operations, recovery of isolated personnel, current planning of operations, air operations management, communications and IT, rocket and artillery troops, military logistics, anti-aircraft defense, army aviation, combined fire support and targeting.

The so-called current planning model can be used in the Joined Operations Center of the Land Component. It is a process for removing the existing discrepancies in the course of the fight that takes place in relation to the accepted combat order and synchronization plan (in the current planning, the scale of these discrepancies does not determine the need to correct these plans). Therefore, current planning is nothing more than monitoring the progress of operations as part of the management of the fight, based on the analysis of the reports received and monitoring the implementation of synchronization arrangements. The essence of current planning (the time from the definition of a decision problem to the issue of a combat order should not exceed 3 hours) is to develop and bring the combat order to the executioner as soon as possible. It is to correct the troops' operation in the area of discrepancies from the previously adopted plan (changes in support priorities, use of the LWL, etc.). The time horizon for current planning in the Land Component should be within 48 hours.

The purpose of the reconnaissance module will be to provide information support for the remaining command post modules in the field of enemy information and environment of operations and direct subordinate reconnaissance elements. Depending on the tasks of the Land Component and the possessed personnel, forces, and resources, the reconnaissance module might be responsible for:

- conducting the assessment of the environment and preparing the assessment of the enemy's troops, but also integration and threat forecasting,

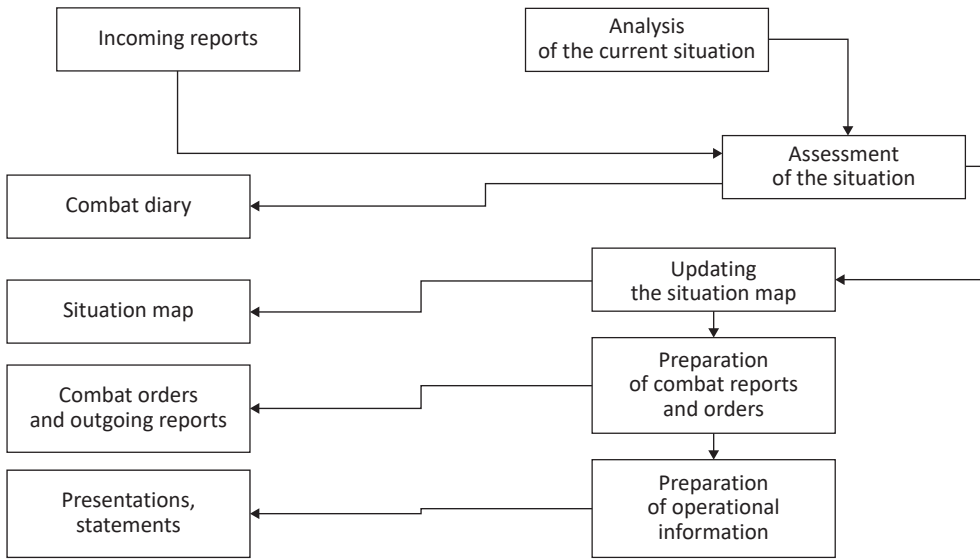


Fig. 2. Information circulation algorithm for current planning (an option)
Source: Own study.

- preparing a concept for the use of the forces and means of reconnaissance and electronic warfare, as well as coordination and management of the activities of the reconnaissance and electronic combat elements transferred to the Land Component,
- implementation of the electronic battlefield preparation process (Polish abbrev. EPPW),
- supporting and providing information to the other modules and independent command post teams,
- acquiring and updating data on the military situation in the area of interest of the Land Component and monitoring potential sources of military threats,
- analyzing environmental conditions, including hydrometeorological support in the area of operation,
- the provision of information to the tactical units and troop assigned to land operations and the exchange of information with other participants in the operation,
- analyzing the situation and providing information support to modules and independent command post teams of the Land Component in the field of the enemy’s reconnaissance, intelligence and subversive activities.

It is reasonable for the reconnaissance module to analyze the enemy’s actions within 48 hours and assess their actions in up to 120 hours. An important role in the realization of the tasks by the reconnaissance module is played by liaison officers from outside the component (G2X – HUMINT, counterintelligence), and officers of other types of troops within the command post, who should make constant evaluations and analyses of the opponent’s actions in terms of their capabilities and counteraction.

The planning module shall be organized to ensure that planning work can be carried out and that the actions of the Land Component forces in a combined operation can be coordinated and synchronized. Its main task will be to develop, in accordance with the principles of planning the use of troops at the tactical level, and then to recommend to the commander of the

Land Component options for the operation of its own troops, prepared within the framework of short-term planning, and to implement long-term planning. The most important issues to be considered during long-term planning concern:

- developing the project an analysis of the joined operation of the superior,
- preparation of the project of the Land Component operation, taking account of the logical structure of achievable points/critical conditions,
- designing operating lines combining the decisive conditions and directing them against the enemy's center of gravity,
- generating an analysis of own center of gravity,
- identifying weaknesses and planning the protection of own center of gravity,
- preparation of a simple, flexible and feasible Plan of Land Compartment Operations.

Other tasks carried out by the planning module concern the development of planning and command documents, conducting synchronization and coordination of activities, as well as analysis and evaluation of the Plan of the Use of the Land Component Forces.

The organizational structure of the planning module should be properly configured and must ensure the ability to identify threats in the Plan of the Use of the Land Component Forces. The conclusions obtained will form the basis for developing appropriate corrections and alternative solutions in the form of options for the use of own troops. In consequence, it will be possible to react to changes that may limit the commander's flexibility and freedom to maintain the initiative and achieve the planned results. In addition to the above, the tasks of the planning module may include:

- coordination of the targeting process at the command post as part of long-term, short-term, and ongoing planning,
- analyzing and recommending targets and the order of their elimination to the commander,
- analyzing the effects of the strikes on the indicated targets and formulating recommendations for further offence,
- planning and conducting reconnaissance,
- planning and coordinating tasks in the field of non-kinetic activities (INFOOPS, PSYOPS, CIMIC),
- planning survival and protection of troops, critical infrastructure, and other key facilities in the area of responsibility,
- agreeing the planned actions with the air, sea, and special forces and with the DGSSR, the Armed Forces Support Inspectorate, the Military Police, the WOT, or the Alliance Forces.

Short-term planning (Fig. 3) serves the purpose of preparing and agreeing on derogations from the planned manner of achieving the objectives of the activities requiring only an update of the decision made, such as, e.g., unplanned use of the Land Component's reserve or its restoration, the designation of diversion routes, use of weapons of mass destruction by the enemy, or unplanned relocation of the Allied Reinforcement Forces in the area of the component's responsibility. Based on the analysis and evaluation of the course of action, the Plan of the Use of the Land Component Forces is revised and alternative plans prepared before the outbreak of the conflict are implemented or modified or developed during the action (Fig. 4).

In the absence of an alternative plan, the time horizon for short-term planning may include (under conditions of the parallel battle management by the PCO) a range of 48 to 120 hours.

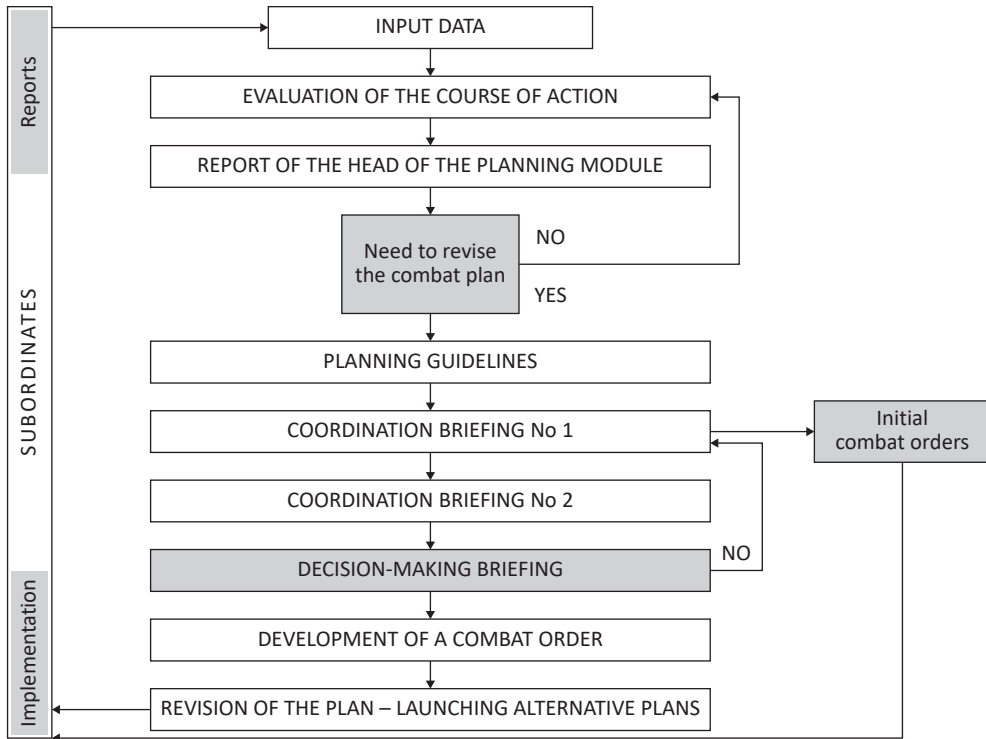


Fig. 3. The scheme of the short-term planning process (an option)
 Source: Own study.

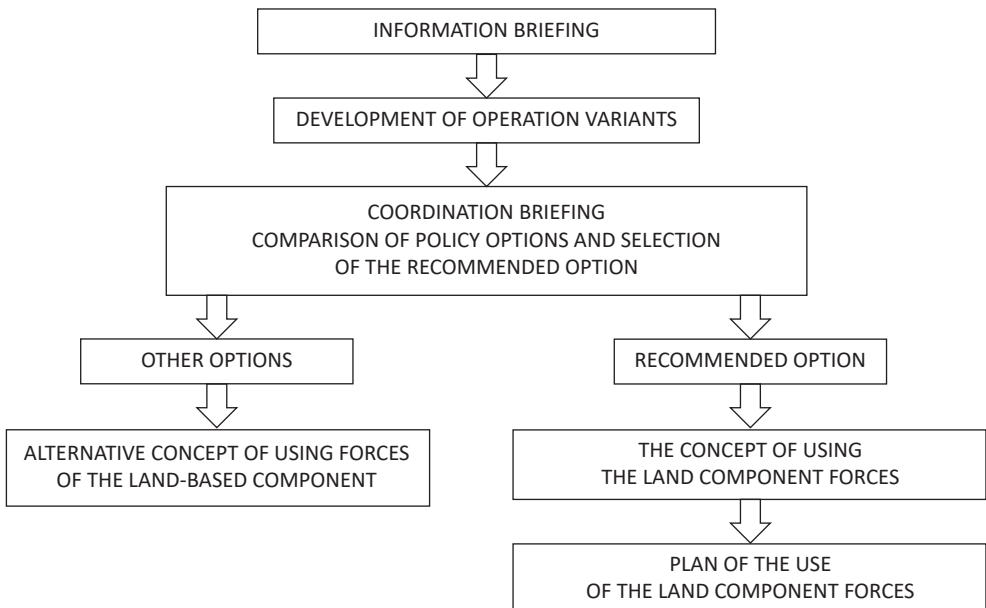


Fig. 4. Scheme of alternative plans in the Land Component (an option)
 Source: Own study.

The short-term planning cell (consisting of the short-term planning group and representatives of the other modules and independent command post teams) is an executive body for the whole range of activities related to planning combat operations of (assigned) units during 48 and 120 hours and updating the activities related to the implementation of the plan. The layout of the short-term planning should be defined in the command post's work rhythm and may be as follows: information briefing, issuance of a preparatory order, coordination briefing I, coordination briefing II, decision-making briefing, signing of a combat order or directive. After obtaining the approval of the Land Component Commander, the option recommended at the decision briefing will form the basis for the development of a combat order to respond to situation developments. In the course of short-term planning, the following documents are executed: orders – combat orders, preparatory orders, initial combat orders; planning – synchronization plan, combat plan, schedule for preparation of the combat order, options of the enemy and own troops' actions, tactical calculations; reporting – information: situation map, combat diary, information needs, analyses and assessments, messages and reports.

As part of the work of the command post of the Land Component, a continuous coordination process will be carried out to transmit data in a timely manner and maintain cooperation, coordination and information exchange between the internal cells. That includes effort coordination of the internal command post modules, with an indirect impact on military operations. The process takes place in conjunction with short-term planning and other interactions taking place at the command post. It is cyclical (daily) and placed in the work rhythm. Issues to be coordinated shall be dealt with at working meetings organized by the Chief of Staff, preceding the commander's coordination briefing, at which, upon recommendation of the solutions proposed by the Chief of Staff, he/she shall provide guidelines for further action. The process aims to create conditions for the commander of the Land Component to undertake actions coordinating operations of subordinates within 48 hours. The basic undertakings realized in the process of coordination of activities at the command post of the Land Component can refer to:

- the commander the content of the combat directives (in case of short-term planning), assessment of the implementation of the adopted operation plan (appendix C to the military order),
- recommending changes in the division of forces, aimed at achieving the intended objectives of combat, to the commander,
- review of the combined list of objectives of the Commander-in-Chief,
- resolving problems concerning the protection and support of troops,
- deciding on other problems identified within the command post or raised by the commanders of combat grouping elements,
- deciding on conflicting views in the area of the interrelationship between supported and assisting commanders,
- defining requirements/tasks for the coordination elements of the airspace, reconnaissance, and targeting,
- reviewing, confirming, and recommending to the commander the content of combat orders (in the case of short-term planning).

The Chief of Staff shall supervise the substantive course of the coordination process and the commander's coordination briefing. The arrangement of the commander's coordination briefing, adopted at the command post of the Land Component, may be as follows:

- introduction,
- presenting conclusions of the enemy's action and threat assessment for the next 48 hours,
- describing situation developments concerning own troops,
- presenting conclusions of the information environment assessment,
- identifying situation developments concerning own troops that require a response from the Land Component Commander,
- putting the tasks to be performed resulting from the operational order of the superior,
- coordination of action for the next 24/48 hours,
- providing guidance for further action.

In turn, the already mentioned long-term planning, also called the process of planning subsequent actions, is initiated by the Operational Planning Directive (concept of operation/operation plan), an order from the Supreme Commander of the Armed Forces, guidelines for the planning of the KL Commander or conclusions from the evaluation of the course of the fight and the assessment of the state of implementation and achievement of the intended goals within the framework of current actions. In the Land Component it can be realized according to the following arrangement:

- situation assessment and task analysis,
- issuing guidance to the commander for planning the next operation(s),
- preliminary operational analysis,
- transformation of the received task into an own task,
- starting the development of the main part for the Plan of the Use of the Land Component Forces,
- starting the development of options for the operation of own troops and tactical calculations,
- review of the first results of the solutions adopted and making a preliminary assessment of their feasibility,
- developing options for the own troops' operation and the concept of their support,
- completion of the development of operation options,
- preparing analyses and summaries justifying the recommendations of the selected option,
- starting the alternative planning,
- development and approval of the Plan of the Use of the Land Component Forces,
- development and approval of approve guidelines for the development of alternative concepts for the use of the Land Component Forces,
- review of the Plan of the Use of the Land Component Forces,
- approval of alternative concepts for the use of forces of the Land Component,
- preparation for the next planning cycle.

The guidelines of the Land Component Commander for the planning of subsequent activities approved by the KL commander constitute the beginning for planning works, in accordance with the approved Schedule for the development of the Plan of the Use of the Land Component Forces. The works are completed with issuing the Concept of the Use of the Land

Component Forces and then the Plan of the Use of the Land Component Forces (the KL commander’s combat order). As a standard, the process of planning subsequent actions can take up to 120 hours; it can also be shortened or extended, depending on the time available or the nature of the task received. Long-term planning will be carried out before the outbreak of conflict or in the course of its duration, in case of necessity to correct the adopted action plan (e.g., destruction of the Land Component’s reserves, planned transition to carrying out stabilization activities, large-scale natural disasters, or change of geopolitical situation). The critical factor determining the possibility of smooth implementation of the developed plan of subsequent actions will be the achievement of the assumed final state for a specified time.

If the objective of the activities carried out so far is achieved, given the outcome of the analysis and assessment of own and enemy’s troops, the commander may also decide to revise the plan and implement the previously developed option. He/She then presents guidelines for planning and issuing an initial combat order for the subordinate elements of the combat group. These guidelines are the basis for developing the Plan Revision Concept or, if available, the implementation of the variant option. Long-term planning is triggered when it is impossible to implement existing alternative plans developed before the start of the conflict. The essence of planning processes used at the command post of the Land Component is presented in Figure 5. Within the framework of planning subsequent actions, alternative concepts of using the Land Component are developed. They contain a limited but necessary specificity, allowing for their use in a situation where it is impossible to implement the basic concept. Alternative planning starts when the recommended option is selected (after comparing the options). The development of alternative concepts ends with their approval by the Land Component Commander.

The support module may carry out projects aimed at creating conditions necessary for the preparation and organization of the operations of the Land Component in the field of supporting the functioning of the troops, personnel, backup, logistics, communications, and IT. The tasks of the support module may concern the following problem areas:

- planning and organizing logistic and medical security,
- monitoring the state of logistical and medical potential and resulting losses,

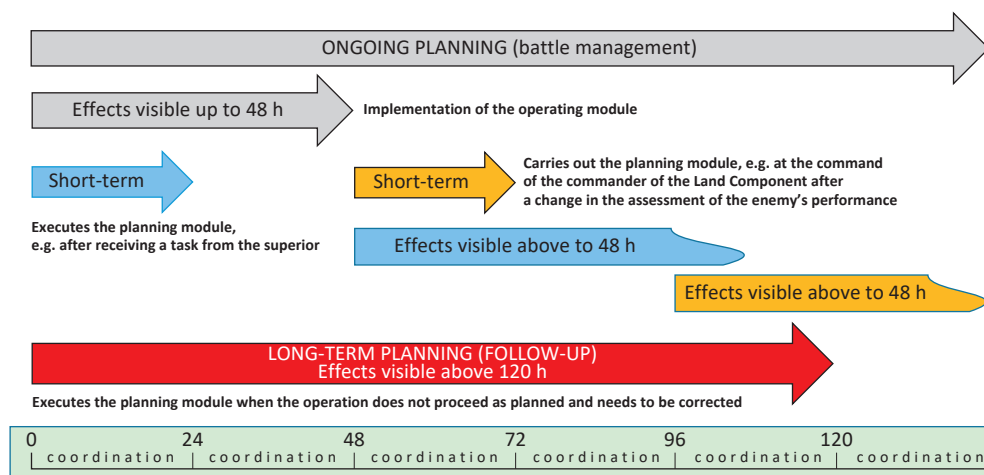


Fig. 5. The essence of planning processes in the Land Component
Source: Own study.

- developing the required data for command documents,
- monitoring of logistic and medical security undertakings of subordinate troops and analyzing the possibility of re-establishing the readiness for military operations and organizing cooperation with the logistics of the Inspectorate for the Polish Armed Forces Support,
- assessment of the personnel and supplementary situation of subordinate troops, forecasting losses,
- planning, managing, and reporting on the process of replenishment of troops due to losses incurred,
- maintaining continuity of command of the Land Component Commander,
- planning, organizing, and managing the communications and IT system of the Land Component,
- planning and coordinating activities related to communications and IT security and cryptographic protection.

An important task of the support module in the context of command of the Land Component will also be the responsibility for the proper maintenance and operation of the ICT and automated command systems. Besides, the responsibility of the support module includes the prioritization of replenishment of supplies and losses in military equipment.

The main command document of the support division is the logistics support plan of operations (graphic and descriptive part), which comprises the balance of essential means of supply, balance of basic military equipment, balance of forecasted sanitary and non-returnable losses, and a list of civil and military infrastructure objects separated at the disposal of the Land Component. The legend to the plan shall include conclusions from the assessment of the enemy and their potential impact on the subunits and logistical facilities, balance of essential resources and main tasks of logistical supplies, balance of basic military equipment, balance of expected sanitary and irreversible losses, as well as the organization of security and defense of the subunits and logistical facilities, and communications. In addition, a summary report on losses, replenishment, and combat operations, the need for replenishment of units in terms of personnel, summary report on prisoners of war, personnel report, logistical situation report, transport situation report, medical situation report, communications and IT system report, communication center report, viral incident report, request and report on the repositioning of the command post, and other reports as required, are also drawn up.

Because of the continually growing importance of ICT systems supporting command and combat management and the related increase in the number of services provided, the support module should include an ICT support team. It will be responsible for the current functioning of these systems at the command post and monitoring their work and the continuity of data flow (many services to be handled simultaneously). Such a need results from the diversity of systems and tools used at the command post, often in-compatible. Therefore, it is appropriate to acquire and implement easily exchangeable and interference-resistant solutions in this area.

Conclusions

It can be assumed from the research results presented above that command of the Land Component takes place on the grounds of the decision-making process characteristic for the tactical level of activities, but with a longer time horizon for obtaining the effects of the

decisions made. In the component we may have to deal with three parallel types of planning: current, short-term, and long-term (subsequent actions). The operation procedures proposed above should ensure that such action is possible, but only if individual modules and command post teams are adequately staffed. However, significant deficiencies in this respect and cases of assigning officers from outside the Component Command to specific positions, inadequately prepared for the performance of their function, were identified during the conducted research.

As far as planning is concerned, it is also worth considering some modifications, consisting in combining the current planning (directing the fight) with short-term planning (without specifying the time horizon), which could move into the competence of the operational module, of course with a shift from the planning module of the unit responsible for short-term planning. Adopting such a model of action management is the rationale for concentrating the whole process of battle management in a dedicated operational module. As a result, there would be a separation of the ongoing process of current activities from the long-term and pre-emptive planning of subsequent undertakings (including computer simulation of the developed variants) with a distant and not necessarily defined time horizon. After developing the Plan of the Use of the Land Component Forces and Synchronization Plan, the planning module would transfer these documents to the operational module, which would apply them in case of the need to make adjustments resulting from the development of the situation, similarly as the planning module has done so far within the framework of short-term planning. However, it seems that in the proposed solution, the reconnaissance module should be an organic element of the operational module. It is supported by the necessity to look for ways to shorten the process of information supply within the framework of current activities, the time horizon of which will be significantly extended in a situation of merging into one process of managing the fight against short-term planning so far.

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Conflict of interests

The author declared no conflict of interests.

Author contributions

The author contributed to the interpretation of results and writing of the paper. The author read and approved the final manuscript.

Ethical statement

The research complies with all national and international ethical requirements.

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Biographical note

Wojciech Więcek – Col., PhD, employee of the War Studies University in Warsaw. He deals with the issues of tactical activities of land forces in historical and contemporary terms. Author and co-author of publications related thematically to the issues of war art.

Problematyka dowodzenia Komponentem Lądowym w operacji

STRESZCZENIE

Za cel niniejszego artykułu przyjęto wskazanie naukowo uzasadnionych rozwiązań z zakresu funkcjonowania stanowiska dowodzenia Komponentu Lądowego oraz obiegu informacji na tym stanowisku. Przybliżono w nim specyfikę dowodzenia Komponentem Lądowym, której wyrazem jest występowanie trzech równoległych rodzajów planowania: bieżącego, krótkoterminowego oraz długoterminowego. Na podstawie dostępnej literatury przedmiotu, zaprezentowano szereg wniosków na temat istoty dowodzenia Komponentem Lądowym, mogących w opinii autora stanowić podstawę wyjściową do dalszych badań problematyki dowodzenia Komponentem Lądowych w perspektywnym środowisku operacyjnym przyszłości.

SŁOWA KLUCZOWE dowodzenie, komponent lądowy, operacja połączona

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