

Chapter 2

Functional Tactics

This chapter explains Korean People's Army (KPA) actions within the framework of functional tactics. It discusses the functional method and the terms, symbols, and control measures used to portray and govern KPA activities. A description of action and enabling functions is given, along with common function types performed by action and enabling units. The chapter concludes with a discussion of mission task execution.

TACTICAL TERMS, SYMBOLS, AND CONTROL MEASURES

2-1. The Korean People's Army Ground Forces (KPAGF) typically use a minimum number of control measures to orient or regulate functional actions in a military operation. A *control measure* is a means of regulating forces or warfighting functions (ADP 6-0). The KPAGF visualize an operational environment (OE) to facilitate rapid transition, when necessary, between offensive and defensive actions and between linear and nonlinear dispositions. The KPA adapts to the nature of conflict conditions and provides clear expectations of a mission—as well as limitations or constraints to mission expectations—in written, verbal, or graphical instructions.

Note. A force is normally regimental or larger in size. An element is normally battalion or smaller in size. A unit is a generic term for either a force or an element. An organization is the group of units that are tasked to complete a specific mission.

2-2. A commander identifies the conditions of an OE from the perspective of that level of command and a mission assignment. Within a unit's area of operations (AO), defined by the next-higher commander, a commander designates specific AOs for subordinates, along with zones and other control measures to facilitate mission intent, responsibilities, freedom of action, and mission success. Typical tactical control measures include the AO and multiple zones:

- Offensive zones.
- Defensive zones.
 - Security zone.
 - Defense zones.
- Zone of reconnaissance responsibility (ZORR).
- Attack zone.
- Kill zone.
- Kill box.

AREA OF OPERATIONS

2-3. The KPA defines an area of operations (AO) as the geographical area and associated airspace within which a commander has the authority to plan and conduct combat operations. An AO is bounded by a limit of responsibility beyond which the organization may not operate or conduct fires without coordination through the next-higher headquarters. AO boundaries may be linear or nonlinear and may or may not be contiguous. Linear AOs can contain subordinate nonlinear AOs, and nonlinear AOs can contain linear AOs. Contiguous or noncontiguous boundaries are dependent on the mission and situational conditions of an OE and typically include more than military considerations, such as political declarations on sovereign territory,

formal objections by multiple actors on disputed resources, or rogue actors operating in global commons and jeopardizing regional stability.

2-4. A combat order normally defines an AO and zones within the AO by specifying boundary lines in terms of distinct local terrain features through which a line passes. An order specifies whether each of those terrain features is included or excluded from the unit's AO or zones within the AO. A higher headquarters commander may retain control of airspace over an AO assigned to a subordinate headquarters. This decision would be stated in standard airspace management measures.

ZONES

2-5. On the offense or the defense, the KPAGF main body will be divided into a defense zone with either three echelons or two echelons and a reserve. In the offense, the first echelon will consist of approximately two-thirds of the maneuver units. The second echelon will consist of approximately two-ninths of the organization's remaining combat power. The final one-ninth of the organization's maneuver units will serve as a reserve or a third echelon unit. The location of the echelons depends on the size of the unit—battalion, regiment, division, or field army. In the offense, the KPA uses fewer control measures than when on the defense.

2-6. An AO depicts zones for a specified mission with the intent to preserve as much flexibility as possible for subordinate units to conduct their operations within the higher headquarters commander's intent. The security zone, defense zones, and several other control measures are described in the following paragraphs. Other control measures in chapter 5 expand a discussion of control measures and tasks in reconnaissance, counterreconnaissance, and security missions.

Offensive Zones

2-7. The KPAGF use minimal control measures when conducting offensive actions, including zones. The KPA commander gives each subordinate commander left and right boundaries, and the order delineates the avenues of advance. Table 2-1 provides the standard attack frontage and depth for various KPAGF units. See chapter 5 for detailed information about reconnaissance and advance guard units.

Table 2-1. KPAGF standard attack frontage and depth

| <i>Unit</i> | <i>Frontage, km</i> | <i>Depth, km</i> |
|---------------|---------------------|------------------|
| Army | 40–60 | 80–100 |
| Corps | 20–40 | 40–50 |
| Division | 10–16 | 10–15 |
| Regiment | 3–6 | 5–7 |
| Battalion | 1.5–2 | 2–3 |
| km kilometers | | |

Defensive Zones

2-8. KPAGF AOs typically consist of four primary zones when on the defensive: the security zone and the first, second, and third defense zones. There is also a buffer zone located between each of the three defense zones in a field army area defense. Zones may be linear or nonlinear in nature. The size of these zones depends on the size of the KPA units involved, engagement ranges of weapon systems, the terrain, and the nature of the enemy's operation. The KPAGF do not designate a support zone, so there is no support line as found in U.S. Army doctrine. The battle line (the KPA does not use this term) separates the first defense zone from the security zone. The KPAGF will place their logistical units in the rear of the first defense zone and throughout the second and third defense zones. Figure 2-1 illustrates several types of KPA control measures.

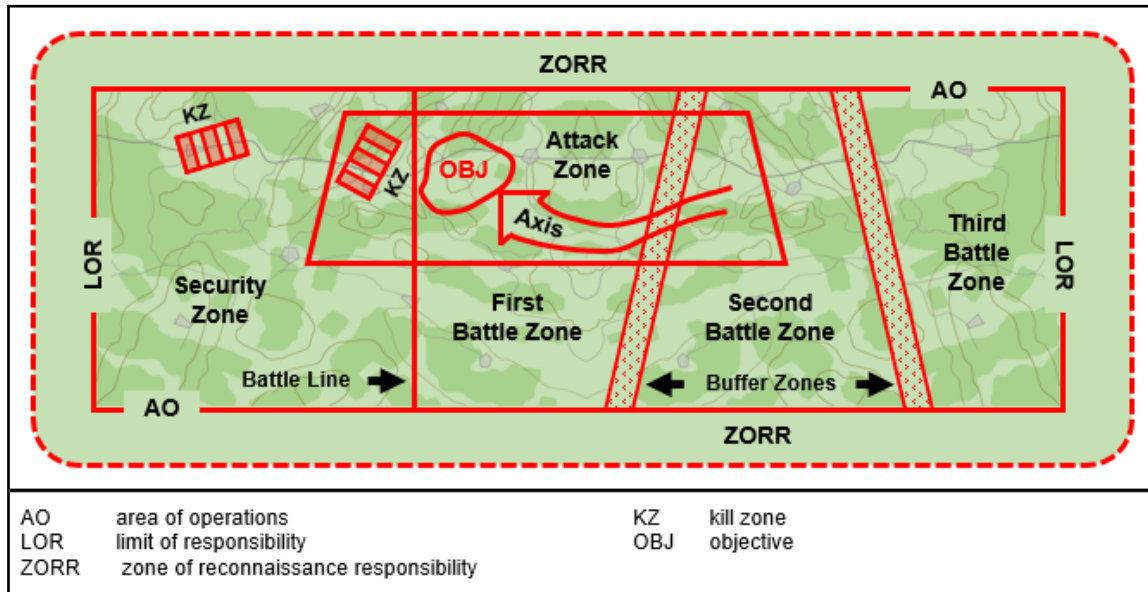


Figure 2-1. Typical KPAGF control measures (conceptual)

Security Zone

2-9. The security zone is the AO of a disruption force. This zone is a geographical area and airspace in which the security force fixes or disrupts an enemy, and sets conditions for successful combat actions throughout an AO. The KPAGF divide the security zone into the combat security area and the general security area. The combat security area is 1–2 km in front of the first defense zone and is subdivided into two areas. The first area extends 200–400 m from the forward battalions and is occupied by security outposts, security patrols, and ambush teams. The second area extends up to 2 km in front of each forward regiment and is occupied by a company (+) unit arrayed in 3–4 combat observation posts. These posts provide early warning, prevent surprise attacks, and call for and adjust artillery fire. The general security area extends 10–15 km in front of the first echelon defense zone of a division or corps. For corps operations the general security area is manned by a regiment (+) and for division operations this area is occupied by a battalion (+). The mission of general security outposts is to provide early attack warning and to conduct disruption, delay, and interdiction missions. Units in this security zone begin the attack on specified components of the enemy's combat system to begin the disaggregation and defeat of that system. Successful actions in the security zone will create a window of opportunity that is exploitable for forces in the defense zones. Specific actions in the security zone can include:

- Defeat enemy reconnaissance and counterreconnaissance forces.
- Maintain reconnaissance or surveillance of critical enemy systems.
- Deny enemy ability to acquire and engage KPA systems with long-range fires.
- Disrupt enemy air defenses.
- Disrupt enemy engineer capabilities.
- Disaggregate enemy movements and maneuver.
- Interrupt effective enemy logistics support to action force.
- Deceive the enemy on disposition and actions of KPA units, main effort, or main defenses.

2-10. The security zone is bounded by the battle line and the limit of responsibility of the overall AO. In linear offensive combat, the higher headquarters may move the battle line and limit of responsibility forward as the force continues to move and maneuver in successful offensive actions. A higher headquarters commander can adjust the security zone boundary as forces adopt a temporary defensive posture while consolidating gains after a successful offensive action or in preparation for subsequent offensive actions.

Similarly, a higher headquarters commander can adjust the security zone boundary based on emergent conditions in defensive actions.

2-11. Security zones between or among KPAGF units may be contiguous or noncontiguous. They can also be layered, with a security zone of a subordinate command being integral to the security zone of the next-higher command. Battalions and subordinate units may be directed to conduct disruption actions within the security zone of a higher headquarters.

Defense Zones

2-12. The defense zone is the portion of an AO where the KPAGF expect to conduct decisive actions. A KPAGF field army operates three defense zones separated by buffer zones with prepared positions in all zones. The KPAGF simply call these the first, second, and third defense zones. The defense zone is separated from the security zone by the battle line. Lateral boundaries are part of the limit of responsibility. Forces in the three defense zones exploit opportunities created by actions in the security zone. Using all elements of combat power, the KPAGF engage the enemy in close combat to achieve tactical success in this zone.

2-13. In a defense zone, the KPAGF unit is typically tasked to accomplish one or more of the following—

- Deceive enemy attention from a main offensive effort or supporting defensive effort.
- Prevent movement or maneuver of an enemy force that might otherwise impact KPA actions in an AO.
- Inflict significant casualties on enemy forces.
- Defeat enemy command and control (C2) or logistics.
- Destroy enemy forces.
- Defend key terrain.

2-14. A division does not always form a divisional defense zone, as the defense zone may be the aggregate of the defense zones of subordinate headquarters. In nonlinear situations, there may be multiple, noncontiguous regimental or divisional defense zones. The regimental defense zone provides each of the subordinate unit commanders the terrain to frame decisive tactical actions. Battalion and subordinate headquarters may have AOs that consist primarily of a defense zone with support units contained within it.

Support Zone

2-15. Unlike many threat armies, the KPAGF do not designate a support zone. Combat support/rear service units will be located in the AO of their parent headquarters, with much of this support located in the second and third defense zones. Security forces will operate in the rear of the first defense zone and the other two defense zones in a combat role to defeat enemy forces that might otherwise impact effective logistics and administrative support to KPAGF units in an AO. Camouflage, concealment, cover, and deception measures, as in other zones, improve defense against enemy reconnaissance, intelligence, surveillance, and target acquisition (RISTA) and precision attack. Logistics support and services integrate actions to ensure effective KPAGF combat power in conduct of missions and supporting tasks.

2-16. A division's logistical units can be dispersed within the various defense zones of its subordinate units, or the division may place its logistical units in a defense zone that is separate from subordinate AOs. If the defense zone moves during the course of a battle, KPA logistical units will reposition based on command direction to ensure timely and continuous support to the command.

Zone of Reconnaissance Responsibility

2-17. A ZORR is the combination of a unit AO and the area outside of the AO that can be observed by the unit's technical sensors. The ZORR extends into other AOs when boundaries are contiguous in an operation.

Attack Zone

2-18. An attack zone is given to a subordinate unit with an offensive mission, to delineate clearly where forces will be conducting offensive maneuver. Attack zones are often used to control offensive action by a subordinate unit inside a larger defensive battle or operation.

Kill Zone

2-19. A kill zone is a designated area where the KPAGF plan to destroy a key enemy target. A kill zone may be within the security zone or any of the defense zones of an AO. A kill zone is typically a two-dimensional control measure of depth and width on the ground, defined by a boundary of grid coordinates, terrain features, or another common reference system.

Kill Box

2-20. A kill box can be defined as a three-dimensional target area in depth, width, and height to facilitate the integration of coordinated joint weapons fire. This KPA joint coordination and control measure facilitates effective and timely use of air and indirect fires in support of the ground maneuver commander's mission. The kill box may include no-fire areas, restricted operations areas, and airspace coordination areas. A kill box used as a joint forces coordination and control measure enables Korean People's Army Air Force air assets to engage surface targets without further coordination or terminal attack control.

UNIT SYMBOLS

2-21. Unit symbols for all KPA units use the diamond-shaped frame. All KPA task-organized units use the "task force" amplifier placed over the "echelon" (unit size) modifier above the diamond-shape frame. Figure 2-2 shows ways in which KPA units can be portrayed. When multiple forces and elements are interspersed in an AO, special frames and colors can be described and used for visual clarity.

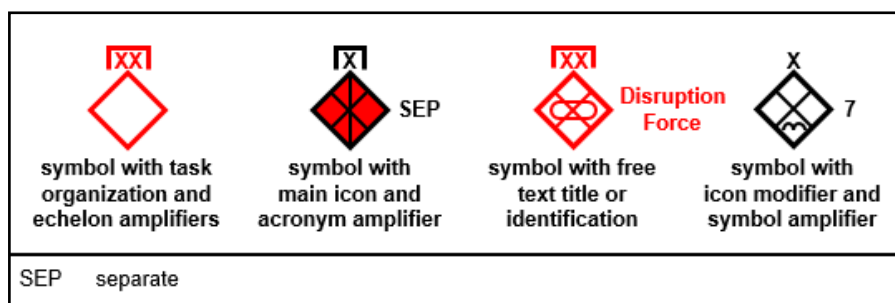


Figure 2-2. KPA unit/organization symbol presentation options

ACTION AND ENABLING FUNCTIONS

2-22. A number of functions occur each time a KPAGF unit executes a mission. While functions required to accomplish any given mission vary depending on the specific OE and mission set, functions can be divided into two broad categories:

- Action functions.
- Enabling functions.

2-23. The action function is the primary set of KPAGF activities that actually accomplishes a given mission outcome. One specific part of a KPAGF unit or organization that is conducting a particular action is normally responsible for performing this primary function or task to accomplish the objective of an assigned action. The unit with the primary function will be called an action force or action element, depending on its size and level of command.

2-24. The higher echelon commander will typically identify the action unit with a more specific designation that states the organization's specific function. For example, if the objective of the action is to conduct an assault to destroy an enemy unit or seize terrain, the action unit designated to complete that action is called the assault unit. In regimental or larger unit offensive operations, an organization that has the primary offensive mission to attack and defeat or destroy an enemy, or seize and secure terrain, is the action force. Other attacking forces supporting this defeat or destruction are enabling the action function. In defensive action examples, a battalion or subordinate unit that performs the main defensive mission in a defense zone

is the action element. Other units of the defensive mission throughout an AO enable the main defense function.

2-25. An enabling function is a set of activities that supports the mission task to be accomplished by the action unit. In relation to units conducting the action function, all other parts of the organization conducting a mission to support the action unit provide enabling functional support based on their assigned mission task(s). Enabling support can change as tactical opportunities arise during a mission. Each of these units is an enabling force or enabling element; however, each unit with an enabling function is normally identified by the specific function it performs.

2-26. Enabling units create the conditions that allow the action unit the freedom and flexibility to successfully operate. In order to create a window of opportunity for the action unit to succeed, the enabling unit(s) may be required to operate at significant risk and may sustain substantial casualties. In some instances, an enabling unit may not even make contact with the enemy in order to accomplish its function; for example, a force conducting a demonstration.

FUNCTIONAL METHOD

2-27. The functional method follows a three-step sequence for mission performance: identify the action function and enabling functions needed to achieve a mission task; allocate resources to execute the required functions; and synchronize the functions for conduct of the mission. Stating a task and purpose for each of the functions assists in identifying the capabilities required to enact or support both within the mission. An initial analysis, after receipt of a mission, includes a sequential and standardized process to—

- Understand and acknowledge an assigned mission purpose and intent with emphasis on completing the mission by the designated time.
- Restate a mission for analysis and development of an initial concept of mission conduct.
- Develop mission courses of action backward from the end state of the objective.
- Analyze mission courses of action from the current situation to completion of the mission purpose and intent.
- Determine a concept of operation for mission success.
- Plan the mission and consider branches and sequels.
- Prepare for the mission.
- Execute the mission.
- Conduct post-mission analysis to improve or sustain tactical performance.

2-28. The three-step method provides the framework for confirmation of actions or final adjustments prior to conduct of the mission task. KPA leaders executing the functions of a mission task remain alert for tactical conditions that indicate a change may be required to original orders or directives in order to achieve the mission purpose. At the conclusion of a mission, initial post-action analysis and subsequent deliberate analysis identify methods, processes, and actions to improve or sustain for effective mission execution. Figure 2-3 provides a simple diagram of the KPA mission sequence analysis.

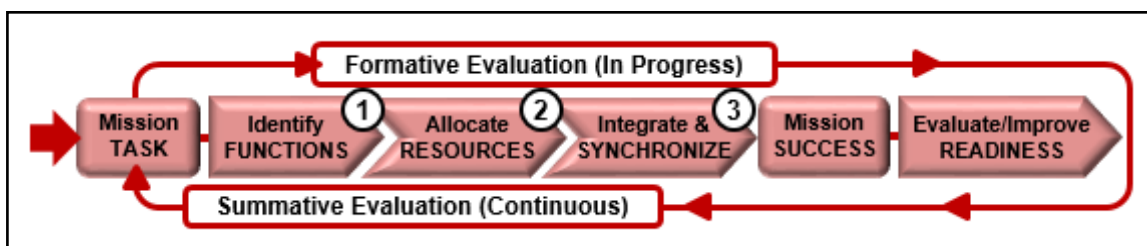


Figure 2-3. Method for mission sequence analysis

2-29. The KPA uses two perspectives of analysis for mission planning, preparation, execution, and subsequent actions. Forward analysis makes an initial assessment of factors, assumptions, and successful mission end-state conditions that the KPA uses to visualize and evaluate critical actions and requirements.

Considerations include understanding tactical conditions from mission assignment to mission completion, and possible or probable actions and options that follow a mission assignment. A complementary perspective is a reverse sequence of analysis that starts at a point of achieving the mission objective and works backward through critical actions to the starting point of mission planning.

2-30. Once mission functions are determined, action and enabling forces or elements are identified and task-organized in order to accomplish the assigned mission, with consideration given to mission contingencies. Probable or possible subsequent mission tasks can be visualized and analyzed for conditions, purpose, mission intent, and relative KPA combat power required for potential future operations. Mission analysis identifies or indicates critical aspects that include but are not limited to—

- Relative KPA combat power at successful conclusion of the mission task.
- Combat effectiveness of enemy forces before, during, and at conclusion of the KPA mission.
- Prudent risk level a KPA commander is willing to accept in how combat power is positioned, tailored, and maneuvered in conduct of a mission.
- Coordination of electronic intelligence warfare (EIW) support.
- Combat power provided to a reserve.
- Assets allocated to or coordinated for RISTA for continuous redundant capabilities to achieve and maintain situational awareness.
- Assets allocated to the action unit(s) and enabling units(s) throughout mission execution.
- Logistics support to the mission.
- Time requirements or allowances to conduct and complete a mission.
- Considerations for mission branches and sequels.

2-31. The analysis is a continuous process to validate information and intelligence, and engage KPA leaders in critical thinking and effective decision making for mission planning and execution. Mission planning considers all variables of an OE in the mission. KPAGF doctrine supposedly empowers military leaders with the C2 responsibility to maintain combat readiness and efficiency of their subordinate forces, plan and prepare for operations, and provide decisive leadership and direction during mission execution.

2-32. KPA writings appear to direct units to focus on the purpose of their tactical mission and act toward achieving its mission purpose and intent, even when the details of an original plan have changed or become irrelevant through enemy action or unforeseen events. KPA writing seems to emphasize flexible and agile actions and reactions in tactical situations as the result of training, practical experiences, and unit conditioning of leaders and subordinates. In actuality, KPA commanders may not deviate from their assigned missions for fear of the repercussions should failure occur. Despite the possible stifling of initiative by KPA leaders, especially at the lower levels of command, some basic functions become almost instinctive, as in a combat drill, and require minimal deliberate decision making and orders to conduct effective actions. Units are trained to tactical situations through learning standard functional responses; these can consist of immediate drills or groups of tactical tasks that use techniques appropriate to a particular OE and mission task.

ACTION FORCES AND ELEMENTS

2-33. An action unit (force for regimental and above; element for battalion and below) is the part of the organization(s) conducting a particular offensive or defensive action that is responsible for performing the primary task that accomplishes the overall mission objective. In most tactical situations, the higher unit commander will give the action unit a specific designation that identifies the function(s) or task(s) it is directed to perform in order to achieve the objective of the higher command's mission. Functional action titles can include but are not limited to assault, main defense, and mission.

ASSAULT FORCE OR ELEMENT

2-34. An assault task can be the primary action to destroy an enemy unit through firepower or an integrated employment of fires and maneuver, or seize or secure specified geographical terrain, facilities, or other infrastructure. In this situation, an assault unit can be an action unit.

2-35. An assault unit can be designated with a more descriptive title. For example, if the objective of the action at company level is to conduct a raid, the element designated to complete the raid's purpose is typically called the raiding element. As another example, the action force at regimental or higher echelon headquarters that completes the primary offensive mission of an attack by exploiting a window of opportunity, created by an enabling force, is called an exploitation force. For the KPAGF in a conventional attack, the exploitation force is normally a second tactical echelon mobile combat arms unit that passes through a first tactical echelon unit that has opened a gap in the enemy's front line. The second tactical echelon unit will then "exploit" the situation by attacking the combat support and rear service units in the enemy's division and corps rear areas.

MAIN DEFENSE FORCE OR ELEMENT

2-36. A KPAGF main defense unit has the primary defensive task of destroying the enemy in a defense zone. This main defense force completes the destruction of the enemy after the progressive disruption, reduction, or defeat of enemy combat power by an enabling force in a security zone as the enemy attempts to attack through that zone. For the KPAGF, the main defense unit operates in the first of its three sequential defense zones.

MISSION FORCE OR ELEMENT

2-37. In non-strike offensive actions where the mission can be accomplished without the creation of a specific conditional opportunity, the unit that accomplishes the mission can be called a mission unit. A KPA commander, however, may give a mission unit a designation that identifies its specific function. KPA examples could include a surveillance reconnaissance element or a film reconnaissance element.

ENABLING FORCES AND ELEMENTS

2-38. In relation to the action force or action element, all other parts of a KPA unit/organization conducting an offensive or defensive action provide enabling functions in support of the primary action. At regimental or higher headquarters echelon, the unit headquarters and subordinate units performing these enabling functions are referred to as an enabling force. At battalion and subordinate units, these functional units/organizations are referred to as enabling elements.

2-39. In most tactical situations, the higher KPAGF unit commander will give the enabling unit a specific designation that identifies the function or task it is directed to perform in order to support achieving the objective of the mission. For example, a force at regimental and higher headquarters echelon that enables accomplishment of a mission task by fixing enemy forces so that the enemy cannot interfere with the primary action force is titled a fixing force. An element at battalion or lower echelon headquarters that clears or breaches obstacles to permit an action element to accomplish its primary mission task is titled a clearing or breaching element. Types of functional titles for enabling forces or elements can include but are not limited to—

- Security.
- Fixing.
- Deception.
- Disruption.
- Assault.
- Support.
- Reserve.

SECURITY FORCE OR ELEMENT

2-40. The security function is a principle enabler for all KPAGF tactical actions. Security is a continuous requirement and is performed by units with capabilities that act to protect KPA units from observation, destruction, or becoming fixed. Security functions can be to provide early warning and reaction time to the KPA, isolate enemy elements from an ongoing KPA mission, or actively delay, defeat, or destroy enemy forces to enable a KPAGF action unit to be successful.

2-41. A security unit provides security for a larger organization to which it is assigned, protects it from observation, and provides early warning of enemy actions. The security unit conducts activities to prevent or mitigate the effects of hostile actions against the overall tactical-level command or its key components. The KPA commander may choose to charge this security unit with providing protection for the entire AO, including the rest of the functional units; logistics and administrative units; and other key installations, facilities, and resources. The security force may include various types of units—such as infantry, special operations forces, counterreconnaissance, and signals reconnaissance assets—to focus on enemy special operations and long-range reconnaissance forces operating throughout the AO. It can also include internal security forces units allocated to tactical-level command, with the mission of protecting the overall command from attack by irregular or paramilitary forces. The security force may also be charged with mitigating the effects of weapons of mass destruction.

FIXING FORCE OR ELEMENT

2-42. The fixing function is a principle enabler for most tactical actions. Performing a fixing function requires capabilities that provide the means to prevent enemy units from interfering with KPA mission accomplishment. A fixing unit can fix the enemy by preventing a part of its force from moving from a specific location for a specific period of time so it cannot interfere with the primary KPAGF action. For example, in a mission to ambush a convoy moving through an urban area, a fixing function could be to delay arrival of an enemy quick reaction force. If the mission is to destroy an enemy force in a battle position, a fixing function could be to prevent a reserve from reinforcing the enemy force in the battle position.

2-43. Success in fixing an enemy is accomplished when a designated part of an enemy unit cannot participate in timely actions that otherwise could lead to disruption or failure of a KPA mission. This function can be accomplished in various ways including but not limited to—

- Suppressing a unit with fires.
- Deceiving with coordinated elements of EIW.
- Delaying enemy forces or elements from entering an area with voluntary or coerced civilian demonstrations.
- Ambushing enemy units.
- Denying enemy movement with countermobility effects.
- Disrupting enemy logistics sustainment.

2-44. The KPA identifies which enemy forces need to be fixed and the method(s) by which they will be fixed. It will then assign this responsibility to a force that has the capability to fix the required enemy forces with the correct method. A fixing force may consist of a number of units separated from each other in time and space, particularly if the enemy forces required to be fixed are similarly separated in disposition and location. A fixing force could consist entirely of affiliated irregular forces conducting discrete attacks on logistics, C2, or other systems to fix an enemy.

DECEPTION FORCE OR ELEMENT

2-45. A KPA deception unit conducts deception actions that lead the enemy to act in ways prejudicial to enemy interests or favoring the success of a KPAGF action unit. When the EIW plan requires combat forces to conduct deception actions, such as a feint or demonstration, these forces will be designated as deception forces. Operational security measures protect the actual purpose of these forces, and allocated resources support the practical conduct of tasks to deceive an enemy leader of mission intent.

DISRUPTION FORCE OR ELEMENT

2-46. A disruption unit typically operates in the KPA security zone to disrupt enemy preparations or actions; destroy or deceive enemy reconnaissance; or begin reducing the effectiveness of key components of the enemy's combat system. The KPAGF security zone is normally 16–20 km in width and 10–15 km in depth for a KPAGF field army, and is in front of the first defense zone found in the main defense area. In the offense, the disruption unit could be a disruption force that already existed in a preceding defensive situation. For example, the disruption force for a division is typically a regiment with additional assets task-organized

for the disruption function. Battalions or subordinate headquarters typically serve as disruption forces for regiments and can require task-organizing as a detachment.

ASSAULT FORCE OR ELEMENT

2-47. An assault unit, as an enabler, supports the success of an action unit. One or more enablers could be directed to assault to destroy an enemy force or seize a piece of terrain that supports the conditions for an action unit to achieve the overall objective. At regimental level, the commander may employ one or more assault forces.

2-48. The purpose of an assault force may be to create or help create the opportunity for an action force—such as an exploitation force—to accomplish the primary mission. In this instance, an assault unit would have an enabling function. For example, a unit that breaches an obstacle and enables an assault unit to attack through the breach is a breaching unit. In such an offensive action, the breaching actions require an assault to enable the breaching to occur. Since the term “breaching” is more descriptive of the supporting function than the term “assault,” the former is used instead of the latter. The breaching units serve as an enabler for an action force to continue the attack and accomplish the KPAGF’s primary mission objective. In this mission, the role of the supporting assault force is to create the tactical conditions for an exploitation unit—the action unit—to accomplish the mission objective.

SUPPORT FORCE OR ELEMENT

2-49. A support unit provides support to action units. Support units can be designated by their specific functions and may include—

- Support by fires. (See Appendix A for more information on fires support operations.)
- Types of other combat support.
- Types of rear service.
- C2 functions for parts of a unit or organization.

PROTECTED FORCE OR ELEMENT

2-50. In tactical missions, there may be a particular organization(s) that the KPA commander wants to be protected from enemy observation or fire to ensure that it will be available after the current operation is over. This is designated as a protected unit. A protected unit is a capability preserved by a commander for a specified purpose. This type of unit is typically located in the rear of the main defense area.

RESERVE

2-51. In initial orders, some KPA subordinate units are held in an uncommitted status. At the KPA commander’s discretion, some forces or elements may be retained under direct control, in reserve, as a means to influence unforeseen events or take advantage of emergent tactical opportunities. These capabilities are designated as a reserve. If and when such reserves are subsequently assigned a mission to perform a specific function, they receive the appropriate functional unit designation. For example, a reserve force might be ordered to become a counterattack unit. As another example, a unit with a mission task of demonstration or feint can be designated a deception unit.

FUNCTIONAL TACTICS IN OPERATIONS

2-52. Functional tactics are the integrated employment of units by task and purpose to achieve a desired mission outcome. As the KPA conducts cyclic functional analysis, it continues to assess and evaluate what functions must occur in order to achieve the mission purpose and outcomes that support a commander’s intent.

2-53. The functional tactics for a given operation are based on decision making by KPA leaders with prudent risk taking, combat power and force protection assessment, confidence in effective RISTA capabilities, acknowledgement of mission assignment from a higher echelon commander, and a clear understanding of mission success that supports the higher echelon commander’s intent.

2-54. The offensive and defensive mission tasks introduced in chapter 1 are the foundation of how the KPA operates. In addition to offense and defense actions, the complement in many operations is counterstability actions. EIW is integral to all KPA actions.

OFFENSE

2-55. The offense is the decisive form of conflict. Success over an enemy eventually necessitates, in almost all situations, offensive actions. The primary purpose of the offense for the KPA is to defeat, destroy, or neutralize a stated enemy in order to accomplish success within a mission purpose and intent. Tactical conditions and tasks may require the KPA to be on the defense for periods of time before transitioning to the offense. Offensive and defensive actions in a mission can be conducted in a simultaneous, parallel, or sequential manner.

DEFENSE

2-56. The defense is a form of conflict that creates conditions for the KPAGF to obtain, sustain, or regain the initiative in operations. Tactical conditions and tasks may require the KPAGF to defend in order to support offensive actions by other KPAGF units operating in an AO, fix or isolate an enemy in preparation of offensive actions, or create vulnerabilities in enemy combat power. Tactical conditions and tasks may require the KPAGF to defend with the expectation of significant casualties or loss of particular system capabilities. Defensive and offensive actions are often conducted simultaneously in a mission. The defense, as a temporary or long-term tactic, can be directed to support success of a higher headquarters' intent, even if actions at a subordinate echelon do not appear successful. Defensive actions retain and display an aggressive posture in achieving the intent of a defense.

COUNTERSTABILITY

2-57. KPA counterstability actions typically integrate with other offensive and defensive actions to create multiple situational conditions that its enemy is forced to confront. Multiple concurrent dilemmas can stress the ability of a foe to adequately address all of its tactical stability requirements while also conducting offensive or defensive operations. Counterstability actions contest and disrupt a foe's campaign to ensure a safe and secure OE, fair and just governance in an area or region, or a relevant population supportive of a foe's presence. Counterstability actions are conducted with a keen sense of physical and cognitive impacts on enemy military forces and a relevant civilian population that can affect overall KPA success. Tactical actions can create vulnerabilities in a foe's stability actions that can be further attacked, overtly or covertly, with a KPA intent to degrade the success of OE conditions that the foe is attempting to promote. EIW is particularly important in support to and conduct of all KPA counterstability actions.

EXECUTION OF MISSION TASKS

2-58. The KPA acknowledges several expectations in executing offensive and defensive mission tasks and associated counterstability tasks that can differ significantly from norms and values of an enemy. KPA leader decisions and actions do not necessarily comply with international law of war conventions, South Korean laws and regulations, or multinational and coalition agreements during conflict. The KPA can act in ways that might normally limit or constrain operations by the forces it is facing on the battlefield. Several significant considerations in KPA conduct can include the following—

- Apply EIW in an integrated local, regional, and global strategic communications campaign.
- Shield KPA systems by embedding within a civilian population and infrastructure.
- Employ C2 capabilities that preclude electronic/sensor acquisition.
- Direct decentralized C2 methods to enhance distributed execution of mission intent.
- Sustain complex battle positions adaptive to OE conditions.
- Demonstrate strategic patience in tempo, pace, and duration of operations.

2-59. KPA rules of engagement while operating in relevant populations of an OE are adjusted to best serve North Korea's mission. The KPA will actively seek to identify restrictions and constraints in enemy rules of engagement that provide opportunities to take advantage of in overt and covert actions. The KPA understands

fundamental aspects of how to affect South Korea's and its allies' will and resolve in order to achieve KPA results. Considerations are as follows:

- Mission focus is typically to fix or isolate enemy combat power, in order to attack and defeat/destroy enemy sustainment and C2.
- Combat action by KPA forces is not casualty averse, as the KPA is willing to accept significant casualties in order to achieve mission task success.
- Noncombatants in North and South Korea may be coerced to support KPA operations.
- Noncombatants in North and South Korea may be manipulated as passive or unknowing participants in support of KPA operations.
- Recurring physical violence and cognitive trauma from acts of terrorism can degrade or defeat enemy military forces and their supporting entities.