

**PEER REVIEW  
COORDINATING DRAFT**

**TASK ANALYSIS  
FOR**

**PROVIDE PERSONNEL SERVICES  
(CRITICAL COMBAT FUNCTION 30)**

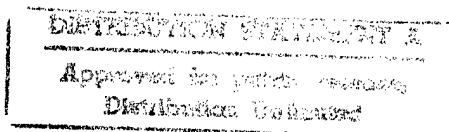
**AS ACCOMPLISHED BY A BATTALION TASK FORCE**

Authors: **DESMOND W. FLANIGAN**, *PRC, Inc.*  
**PAUL A. JARRETT**, *HumRRO*

Submitted by Harold Wagner, Acting Chief  
Unit-Collective Training Research Unit  
and  
Jack Hiller, Director  
Training Systems Research Division  
and  
Mr. Michael R. McCluskey,  
Contracting Officer's Technical Representative



U.S. Army Research Institute



Prime Contractor: **BDM Federal, Inc.**  
**W. J. Mullen, III**

POC: **Bartholomew J. McIlroy, Jr.**,  
**BDM Federal Inc., (408) 372-3329**

Program Director: **Thomas J. Lewman**  
**BDM Federal, Inc.**

January 28, 1994

**DTIC QUALITY INSPECTED 1**

19960919 033

**Task Analysis for Provide Personnel Services  
as Accomplished by a Battalion Task Force.  
Critical Combat Function 30 (CCF 30)**

**Desmond W. Flanigan  
Paul A. Jarrett**

**BDM Federal, Inc.**

<p>This report is published to meet legal and contractual requirements and may not meet ARI's scientific or professional standards for publication.</p>
---

**August 1996**

**United States Army Research Institute for the Behavioral and Social Sciences**

Approved for public release; distribution is unlimited

# **U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES**

A Field Operating Agency Under the Jurisdiction  
of the Deputy Chief of Staff for Personnel

EDGAR M. JOHNSON  
Director

---

## **NOTICES**

**DISTRIBUTION:** This report has been cleared for release to the Defense Technical Information Center (DTIC) to comply with regulatory requirements. It has been given no primary distribution other than to DTIC and will be available only through DTIC or the National Technical Information Service (NTIS).

**FINAL DISPOSITION:** This report may be destroyed when it is no longer needed. Please do not return it to the U.S. Army Research Institute for the Behavioral and Social Sciences.

**NOTE:** The views, opinions and findings in this report are those of the author(s) and should not be construed as an official Department of the Army position, policy, or decision, unless so designated by other authorized documents.

# REPORT DOCUMENTATION PAGE

Form Approved  
OMB No. 0704-0188

Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington DC 20503.

1. AGENCY USE ONLY (Leave blank)		2. REPORT DATE August 1996		3. REPORT TYPE AND DATES COVERED Interim Report 07/17/92 - 03/15/96	
4. TITLE AND SUBTITLE Task Analysis for Provide Personnel Services as Accomplished by a Battalion Task Force Critical Combat Function 30 (CCF 30)				5. FUNDING NUMBERS MDA903-92-D-0075-0005 3414 COL 665803 D730	
6. AUTHOR(S) Desmond W. Flanigan Paul A. Jarrett					
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) BDM FEDERAL INC. DOD CENTER MONTEREY BAY 400 GIGLING ROAD SEASIDE, CA 93955				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES 5001 EISENHOWER AVENUE ALEXANDRIA, VA 22333-5600				10. SPONSORING/MONITORING AGENCY REPORT NUMBER  Contractor Report 96-48	
11. SUPPLEMENTARY NOTES The COR is Michael R. McCluskey. This report is published to meet legal and contractual requirements and may not meet ARI's scientific or professional standards for publication.					
12a. DISTRIBUTION/AVAILABILITY STATEMENT APPROVED FOR PUBLIC RELEASE; DISTRIBUTION IS UNLIMITED.				12b. DISTRIBUTION CODE	
13. ABSTRACT (Maximum 200 words) The purpose of CCF 30 is to sustain the task force's combat strength and focus the units soldiers' efforts on the mission, through the maintenance of personal strength, troop morale, soldiers' welfare, and military discipline. The outcomes include: 1) Personnel administration, legal actions, and financial services, within the task force sustain the unit's combat power. Distractions to the mission are minimized. 2) Battlefield stress is managed through a combined effort of command information, discipline, safety, chaplain activities, morale support, and a command interest in the welfare of the soldiers. Loss to accidents and battlefield stress are minimized. 3) Timely and accurate reports on personnel status are provided to the task force and higher headquarters and give an accurate picture of the TF's strength and CL I supply needs. Casualties are quickly reported through channels and replacements are received, processed, and moved quickly forward. 4) EPWs are quickly handled and evacuated according to the laws of war.					
14. SUBJECT TERMS public affairs, financial services, management of stress, unit ministry team, reporting personnel status, preservation of force through safety, Personnel Administrative Services				15. NUMBER OF PAGES	
				16. PRICE CODE	
17. SECURITY CLASSIFICATION OF REPORT UNCLASSIFIED	18. SECURITY CLASSIFICATION OF THIS PAGE UNCLASSIFIED	19. SECURITY CLASSIFICATION OF ABSTRACT UNCLASSIFIED	20. LIMITATION OF ABSTRACT  UNLIMITED		

INDEX

**CRITICAL COMBAT FUNCTION 30  
PROVIDE PERSONNEL SERVICES**

Preface-----	ii
Index of Critical Combat Functions (CCF)-----	1
Structure of Critical Combat Functions-----	2
Outcome and Purpose of CCF 30-----	11
Flow Charts by Battle Phase (Plan, Prepare, Execute)-----	12
Other CCF Which Interact with CCF 30-----	17
CCF 30 Participant List — Key Players by Task-----	18
Key Inputs to CCF 30-----	20
Task List Summary-----	22
Planning Task List-----	24
Preparation Task List-----	28
Execution Task List-----	29
Call Lessons Learned Relevant to CCF 30-----	32
Lessons Learned Integrated into CCF 30 Task List-----	35
CCF 30 Critical Tasks and Other Linkages-----	39
References-----	41

## PREFACE

This task analysis of **Provide Personnel Services, Critical Combat Function 30** (CCF 30) is an intermediate product of the process of developing a training strategy for the CCF. The analysis reflects tasks, products, players and processes in sequence necessary to providing maintenance for a heavy battalion task force.

**CRITICAL COMBAT FUNCTIONS:** *The integration of related players and tasks that represent a source of combat power. The synchronization of critical combat functions provides maneuver commanders at any echelon with a definable outcome that materially affects the battle.*

The battle phases PLAN, PREPARE, and EXECUTE relate to the entire battalion task force (TF) battle vice phasing for this particular CCF.

This analysis identifies the task necessary to provide personnel service support to the task force. Personnel services support is a continuous function. Within a task force there is a continuous flow of reports, requests, and actions necessary to maintain the personnel strength and morale of a task force. However, since this analysis must have a start point, it begins with the receipt of the brigade operations order. This analysis consists of those actions that take place during the task force's plan, prepare and execute phases after the receipt of the brigade's order. POM activities are not included in this task analysis.

The establishment of the task force trains and the brigade support area are essential to task force personnel service support and combat service support. The establishment and operation of task force trains is addressed in CCF 29, Conduct Supply Operations.

TF processing and handling of EPW are covered in this TA. The tasks and the level of detail were selected by the analyst as important to the task force training strategy; it is recognized that task force subordinate commanders are responsible for accomplishing branch training strategies so that their units are proficient at essential enabling tasks.

**INDEX OF  
CRITICAL COMBAT FUNCTIONS**  
Grouped By Battlefield Operating System (BOS)

<b>INTELLIGENCE</b>	(1)	Conduct Intelligence Planning
	(2)	Collect Information
	(3)	Process Information
	(4)	Disseminate Intelligence
<b>MANEUVER</b>	(5)	Conduct Tactical Movement
	(6)	Engage Enemy with Direct Fire and Maneuver
<b>AIR DEFENSE</b>	(16)	Take Active Air Defense Measures
	(17)	Take Passive Air Defense Measures
<b>FIRE SUPPORT</b>	(7)	Employ Mortars
	(8)	Employ Field Artillery
	(9)	Employ Close Air Support
	(10)	Conduct Electronic Collection and Jamming
	(11)	Conduct Battlefield PsyOps
	(12)	Employ Chemical Weapons
	(13)	Conduct Counter Target Acquisition Operations
	(14)	Employ Naval Gunfire
	(15)	Coordinate, Synchronize and Integrate Fire Support
<b>MOBILITY AND SURVIVABILITY</b>	(21)	Overcome Obstacles
	(22)	Enhance Movement
	(23)	Provide Countermobility
	(24)	Enhance Physical Protection
	(25)	Provide Operations Security
	(26)	Conduct Deception Operations
	(27)	Provide Decontamination
<b>COMMAND AND CONTROL</b>	(18)	Plan for Combat Operations
	(19)	Direct and Lead Unit During Preparation for the Battle
	(20)	Direct and Lead Units in Execution of Battle
<b>COMBAT SERVICE SUPPORT</b>	(28)	Provide Transport Services
	(29)	Conduct Supply Operations
	(30)	Provide Personnel Services
	(31)	Maintain Weapons Systems and Equipment
	(32)	Provide Health Services
	(33)	Treat and Evacuate Battlefield Casualties
	(34)	Conduct Enemy Prisoners of War (EPW) Operations
	(35)	Conduct Law and Order Operations
	(36)	Conduct Civil Affairs Operations
	(37)	Provide Sustainment Engineering
	(38)	Evacuate Non-combatants from Area of Operations
	(39)	Provide Field Services

## STRUCTURE OF CRITICAL COMBAT FUNCTIONS RELEVANT TO BATTALION TASK FORCE OPERATIONS

**CRITICAL COMBAT FUNCTION:** *The integration of related players and tasks that represent a source of combat power. The synchronization of critical combat functions provides maneuver commanders at any echelon with a definable outcome that materially affects the battle.*

- I. **Intelligence BOS** — The ways and means of acquiring, analyzing and using knowledge of the enemy, weather and terrain required by a commander in planning, preparing and conducting combat operations. These CCF are continuous throughout the planning, preparation and execution phases of the battle.
  1. **CCF (1) Conduct Intelligence Planning** — The development and coordination of information relative to the enemy, weather and terrain prior to and during the development of the unit OPORD; the planning to collect information from battlefield sources and to acquire intelligence from other headquarters. Focus of this CCF is the Intelligence Preparation of the Battlefield (IPB). This CCF addresses:
    - a. Reconnaissance and Surveillance plan.
    - b. Integrated threat templates (doctrinal; event; input to DST).
    - c. Terrain and Weather analysis.
  2. **CCF (2) Collect Information** — Obtaining information in any manner from TF elements and from sources outside the TF (e.g., higher headquarters; adjacent units); this CCF includes the tasks associated with managing the processes and activities necessary to collect battlefield information which may eventually be used to provide intelligence relative to the enemy, terrain and weather. This CCF addresses:
    - a. Information collected as a result of R & S plan.
    - b. Continuous information collection and acquisition from all sources.
  3. **CCF (3) Process Information** — The conversion of information into intelligence through collation, evaluation, analysis, integration and interpretation in a continual process. This CCF addresses:
    - a. Evaluation of threat information.
    - b. Evaluation of physical environment information.
    - c. Integration of intelligence information.
    - d. Development of enemy intentions.
    - e. Development of targeting information.
    - f. Preparation of intelligence reports.
    - g. Update of situational template.
    - h. Provision of battlefield area reports.
  4. **CCF (4) Disseminate Intelligence** — Transmission of information by any means (verbal, written, electronic etc.), from one person or place to another to provide timely dissemination of critical intelligence to all appropriate members of the combined arms team. This CCF addresses:
    - a. The sending of processed intelligence in a timely manner to those on the combined arms team who can by its receipt, take appropriate actions to accomplish the mission. This includes intelligence on the enemy, terrain and weather.



- b. The sending of raw intelligence directly from those responsible for reconnaissance and surveillance to the commander should that raw intelligence be time sensitive (and not be subject to receipt and processing by intelligence analysts).
- c. Dissemination of battlefield reports.

**II. Maneuver BOS** — The employment of direct fire weapons, platforms and systems through movement and fire and maneuver to achieve a position of advantage in respect to enemy ground forces, in order to accomplish the mission. The direct fire weapons are: tank guns; BFV 25mm; anti-tank guns and rockets; attack helicopter guns and rockets; small arms; crew served weapons; directed energy weapons systems.

**1. CCF (5) Conduct Tactical Movement** — Position direct fire weapons systems relative to the enemy to secure or retain positional advantage making full use of terrain and formations. Tactical movement occurs when contact with the enemy is likely or imminent but direct fire engagement has not yet occurred. Units supporting maneuver units are included. This CCF addresses:

- a. Subordinate element OPORD preparation and dissemination.
- b. Preparation for movement.
- c. Movement, mounted and dismounted; on and off road.
- d. Closure of movement — tactical assembly area; tactical positions.
- e. Navigation.
- f. Force protection.
- g. Air movement.

**2. CCF (6) Engage Enemy with Direct Fire and Maneuver** — Entering into ground combat with the enemy using direct fire and/or close combat in order to destroy the enemy or cause him to withdraw. This CCF relates only to those direct fire weapons systems associated with the Maneuver BOS. This CCF is initiated with the OPORD at the completion of the planning phase of the battle and includes all tasks associated with subordinate echelon planning, preparation and execution of the battle. This CCF addresses:

- a. Subordinate element OPORD preparation and dissemination.
- b. Preparation of engagement areas.
- c. Rehearsals of battle plans.
- d. Pre-combat prepare to fire checks.
- e. Target acquisition.
- f. Fire control and distribution.
- g. Fratricide.
- h. Conduct close combat.
- i. Integration of direct fire with maneuver.
- j. Control of terrain.
- k. Prestocked ammunition.
- l. Resupply during operations.
- m. Maintenance during operations.
- n. Consolidation and reorganization.

**III. Fire Support BOS** — The collective, coordinated, and synchronized use of target acquisition data, indirect fire weapons, armed aircraft (less attack helicopters) and other lethal and non-lethal means against ground targets in support of maneuver force operations and to achieve the commanders intent and scheme of maneuver. The Fire Support BOS

addresses these weapons: mortars; field artillery; close air support; electronic measures; naval gunfire.

1. **CCF (7) Employ Mortars** — Employment of mortars by the maneuver unit to place fires on the enemy or terrain to support the commander's concept and intent. This CCF initiates with the receipt of an OPORD by the maneuver commander and address those tasks required during the preparation and execution phases of the battle. This CCF addresses:
  - a. Subordinate element OPORD preparation and dissemination.
  - b. Prepare to fire checks.
    - i. Rehearsals.
  - c. Pre-combat checks.
  - d. Development of order to fire.
  - e. Tactical movement.
  - f. FDC operations.
  - g. Target engagements with illumination, smoke, HE.
  - h. Sustainment operations.
2. **CCF (8) Employ Field Artillery** — The ways and means employed by the maneuver unit to cause indirect artillery fires to be placed on the enemy or terrain to support the commander's concept and intent. This CCF initiates upon receipt of an OPORD by the maneuver commander and includes tasks performed during the preparation and execution phases of the battle. The Fire Support Coordination tasks necessary to integrate the field artillery and the maneuver units are the primary focus. This CCF does not address those field artillery tasks associated directly with those actions taken by the batteries of the artillery battalion in the conduct of their support mission such as FDC operations, gun operations, etc. This CCF addresses:
  - a. Fire Support — Maneuver unit rehearsals.
  - b. FSE operations during the preparation and execution phase of the battle.
  - c. FSO and FIST operations in coordination with their maneuver commander.
  - d. Positioning and movement within the maneuver unit sector or zone.
  - e. Indirect fire missions in support of maneuver commander's concept and intent.
  - f. Sustainment operations.
  - g. Indirect fire planning as battlefield METT-T change.
3. **CCF (9) Employ Close Air Support** — Planning for, requesting and employing armed aircraft (less attack helicopters) in coordination with other fire support (lethal and non-lethal) against ground targets in support of the maneuver force commander's concept and intent. This CCF addresses:
  - a. Air-ground attack requests.
  - b. Air space coordination and management.
  - c. Air Liaison Officer, Forward Air Controller, other Army Fire Support Coordination Officer, USN/USMC Bde Team Commander, SALT-O and FCT-O tasks that enable air to ground attacks.
4. **CCF (10) Conduct Electronic Collection and Jamming** — Actions taken to deny the enemy effective command, control and communications of his own tactical force in support of maneuver commander's concept and intent. This CCS includes jamming, deception, and collection.
5. **CCF (11) Conduct Battlefield PsyOps** — Conduct psychological activities as an integral part of combat operations to bring psychological pressure to bear on enemy

forces and civilians under enemy control in the battle area, to assist in the achievement of tactical objectives in support of maneuver commander's concept and intent.

6. **CCF (12) Employ Chemical Weapons** — Employ chemical agents or other means to degrade enemy capabilities in support of maneuver commander's concept and intent.
  7. **CCF (13) Conduct Counter Target Acquisition Operations** — Suppress (e.g. using smoke or dazzling illumination) or degrade enemy direct observation, optics, radar, sensors, electronic DF equipment, and imaging systems in support of maneuver commander's concept and intent.
  8. **CCF (14) Employ Naval Gunfire** — The means and ends to provide naval gunfire in support of the maneuver commander's tactical operation.
  9. **CCF (15) Coordinate, Synchronize and Integrate Fire Support** — Coordination of all fire support means in support of the maneuver commanders concept and intent. This CCF addresses the preparation and execution of tasks necessary to integrate the fire support detailed in the OPORD. The CCF integrates CCF 7-14 in support of maneuver commander's concept and intent.
- IV. **Air Defense BOS** — The means and measures organic or assigned to the maneuver commander which when employed successfully will nullify or reduce the effectiveness of attack by hostile aircraft or missiles after they are airborne.
1. **CCF (16) Take Active Air Defense Measures** — Application of firepower to destroy enemy air targets. This CCF addresses the coordinating tasks which enable the maneuver commander to successfully employ any attached or assigned air defense weapons system as well as the tasks necessary to employ all organic weapons systems against enemy air targets. This CCF addresses:
    - a. Employment of Air Defense Artillery guns and missiles.
    - b. Employment of maneuver unit weapons systems such as small arms, automatic weapons, BFV 25 mm and TOW missiles, tank main gun against enemy air.
    - c. Airspace management.
    - d. Early warning.
    - e. Sustainment.
  2. **CCF (17) Take Passive Air Defense Measures** — The protection of the maneuver force from enemy air by means other than weapons. This CCF will focus on the preparation and execution phases of the battle. This CCF addresses:
    - a. Early warning.
    - b. Dispersion.
    - c. Cover and concealment.
    - d. Air watch.
    - e. Deception.
- V. **Command and Control BOS** — The way and means a maneuver commander exercises authority and direction over organic and assigned combat power in the accomplishment of the mission.

1. **CCF (18) Plan for Combat Operations** — The integration of all members of the combined arms team in the coordinated development of the maneuver unit Operations Order which will guide the activities of the combined arms team in conducting combat operations to accomplish assigned missions. The product/outcome of this CCF is a briefed, understood OPORD. This CCF addresses:
  - a. Receipt and analysis of higher HQ OPORD.
  - b. Issuance of Warning Order.
  - c. Restated mission statement.
  - d. Commander's estimate process/troop leading procedures.
  - e. Commander's guidance.
  - f. Mission analysis (includes course of action development).
  - g. Decision brief to commander.
  - h. Development of a synchronized OPORD.
  - i. Reproduction and distribution of OPORD to all participants.
  - j. Briefing of OPORD; understanding of order by participants.
  - k. FRAGO planning and issue.
  
2. **CCF (19) Direct and Lead Unit during Preparation for the Battle** — The ways and means to prepare combined arms task force for the battle so that the combined arms task force is ready to support the maneuver commander's concept and intent. This CCF addresses:
  - a. Commander's activities.
  - b. Communicating information.
  - c. Briefbacks and backbriefs.
  - d. Rehearsals.
  - e. Management of the means of communicating information.
  - f. Maintaining and updating information and force status.
  - g. Managing information distribution.
  - h. Decisions to act or change ongoing actions.
  - i. Confirming IPB through the reconnaissance effort.
  - j. Determining actions to implement decisions.
  - k. Providing command presence.
  - l. Maintaining unit discipline.
  - m. Synchronizing tactical operations (e.g., execution matrix DST).
  - n. TOC operations (e.g., staff integration and battle tracking).
  - o. Continuity of command.
  - p. Second in command (2IC responsibilities).
  - q. Continuous and sustained operations.
  - r. Communications (e.g., planning, installation and operation of system, management, site selection).
  
3. **CCF (20) Direct and Lead Units in Execution of Battle** — The ways and means to command and control in the combined arms task force execution of the battle plan (engaging the enemy in battle) to accomplish the maneuver commander's concept and intent. This CCF addresses:
  - a. Directing the conduct of the battle.
  - b. Issue orders.
  - c. Command presence.
  - d. Information distribution.
  - e. Decide on need for action or change.
  - f. Maintaining unit discipline.
  - g. Synchronizing tactical operations.

- h. TOC operations (includes CP displacement, security, survivability).
- i. Continuity of command (e.g., C2 redundancy).
- j. Second in command (2IC) responsibilities.
- k. Continuous and sustained operations.
- l. Consolidation and reorganization.

**VI. Mobility and Survivability BOS** — The ways and means of the force that permit freedom of movement, relative to the enemy, while retaining the task force ability to fulfill its primary mission as well as the measures the force takes to remain viable and functional by protection from the effects of enemy weapons systems and natural occurrences.

1. **CCF (21) Overcome Obstacles** — Enabling the maneuver force to maintain its mobility by removing or clearing/reducing natural and man-made obstacles. This CCF will initiate after receipt of the OPORD and address subordinate echelon planning as well as task force preparation and execution tasks necessary to achieve the maneuver commander's concept and intent. This CCF addresses:
  - a. Breach obstacle. Clearing a path or lane for personnel and equipment through a battlefield obstacle.
  - b. Cross gaps. Passing through or over any battlefield terrain feature, wet or dry, that is too wide to be overcome by organic/self bridging.
2. **CCF (22) Enhance movement** — Provision of adequate mobility for the maneuver unit in its area of operations. This CCF addresses:
  - a. Construction and repair of combat roads and trails.
  - b. Construction or repair of forward airfields.
  - c. Facilitating movement on routes. (This includes control of road traffic and control of refugees and stragglers.)
  - d. Tracking status of routes.
  - e. Host nation support.
3. **CCF (23) Provide Countermobility** — Delaying, channeling, or stopping offensive movement by the enemy consistent with the commander's concept and intent by enhancing the effectiveness of friendly direct and indirect weapons systems. This CCF addresses:
  - a. Emplacement of mines and complex obstacles.
  - b. Digging tank ditches.
  - c. Creation of road craters with explosives.
  - d. Terrain enhancement.
4. **CCF (24) Enhance Physical Protection** — Providing protection of friendly forces on the battlefield by enhancing the physical protection of personnel, equipment and weapons systems, and supplies. This CCF addresses:
  - a. Construction of fighting positions.
  - b. Preparation of protective positions.
  - c. Employment of protective equipment.
5. **CCF (25) Provide Operations Security** — Denying information to the enemy about friendly capabilities and intentions by identifying, controlling, and protecting indicators associated with planning and conducting military operations. This CCF addresses:

- a. Analysis to determine key assets and threats to them.
    - b. Cover and concealment.
    - c. Camouflage.
    - d. Noise and light discipline.
    - e. Counter reconnaissance.
    - f. Smoke/obscurants.
    - g. Physical security measures.
    - h. Signal security.
    - i. Electronic security.
  6. **CCF (26) Conduct Deception Operations** — Taking actions to mask the real objectives of tactical operations in order to delay effective enemy reaction. This CCF addresses:
    - a. Physical deception.
    - b. Electronic deception.
  7. **CCF (27) Provide Decontamination** — Making any person, object or area safe by absorbing, destroying, neutralizing, making harmless or removing chemical or biological agents, or by removing radioactive material. This CCF addresses:
    - a. Decontamination of individual soldiers and equipment.
    - b. Decontamination of weapon systems and supplies.
    - c. Hasty and deliberate decontamination.
- VII. **Combat Service Support BOS** — The support, assistance and service provided to sustain forces, primarily in the area of logistics, personnel services and health services.
1. **CCF (28) Provide Transport Services** — Providing or coordinating for transportation which will assure sustainment support operations in support of the maneuver commander. Upon receipt of an OPORD, this CCF addresses preparation and execution tasks necessary to achieve transportation support of the maneuver force. This CCF addresses:
    - a. Movement of cargo, equipment and personnel by surface or air.
    - b. Loading, transloading and unloading material and supplies.
  2. **CCF (29) Conduct Supply Operations** — Providing the items necessary to equip, maintain and operate the force during the preparation and execution phases of the battle. This CCF addresses:
    - a. Requesting, receiving, procuring, storing, protecting, relocating and issuing supplies to the specific elements of the force.
    - b. Providing munitions to weapons systems.
    - c. Providing fuel and petroleum products to equipment and weapons systems.
    - d. Reporting status.
  3. **CCF (30) Provide Personnel Services** — Management and execution of all personnel-related matters to sustain the force. This CCF addresses:
    - a. Personnel Administrative Services.
      - 1) Replacement, casualty reporting.
      - 2) Awards and decorations.

- 3) Postal Operations.
    - 4) Promotions, reductions.
  - b. Financial services.
  - c. Unit Ministry team.
  - d. Legal.
  - e. Public Affairs.
  - f. Reporting personnel status.
  - g. Preservation of the force through safety.
  - h. Management of stress.
4. **CCF (31) Maintain Weapons Systems and Equipment** — Preservation and repair of weapons systems and equipment. This CCF includes the provision of repair parts and end items to all members of the combined arms team before, during and after the battle. Included also is doctrinal echeloning of maintenance (organization, DS, GS). This CCF addresses:
- a. Preventative Maintenance.
  - b. Recovery.
  - c. Diagnosis, substitution, exchange, repair and return of equipment and weapons systems to the combined arms force.
  - d. Reporting status.
5. **CCF (32) Provide Health Services** — Performance, provision or arrangement for health services regardless of location, to promote, improve, conserve or restore the mental or physical well-being of individuals or groups. This CCF addresses
- a. Preventive medicine.
  - b. Field sanitation.
6. **CCF (33) Treat and Evacuate Battlefield Casualties** — Application of medical procedures on battlefield casualties beginning with "buddy aid" through trained medical personnel. The CCF includes movement of casualties from the forward edge of the battlefield back to division-level medical facilities. This CCF addresses:
- a. Triage of battlefield casualties.
  - b. Treatment and movement of casualties to rear (medevac).
    - 1) Identification of levels of care and locations.
    - 2) Synchronization and coordination of movement of medical facilities to ensure continuity of care.
    - 3) Establishment and maintenance of communications with redundant means.
    - 4) Rehearsals.
    - 5) Resupply.
  - c. Evacuation:
    - 1) Ground ambulance.
    - 2) Aero medevac.
    - 3) Non-standard evacuation.
  - d. Handling and processing the remains of soldiers who have died of wounds.
  - e. Reporting status.
7. **CCF (34) Conduct Enemy Prisoners of War (EPW) Operations** — The collection, processing, evacuation and safeguarding of enemy prisoners of war. This CCF addresses:
- a. Collecting and evacuating EPW.
  - b. Searching, segregating, safeguarding, silencing, and rapid rearward movement of EPW.

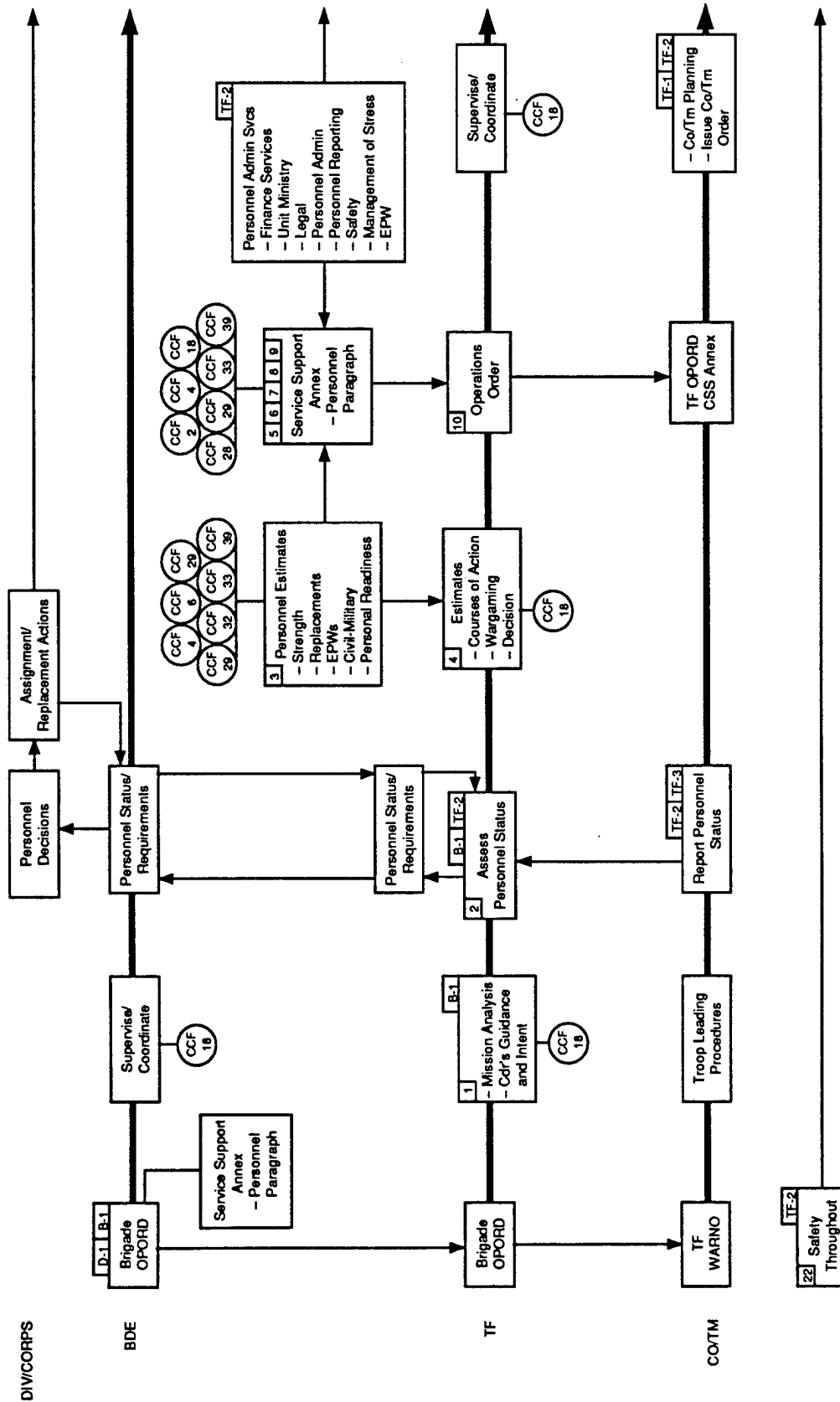
8. **CCF (35) Conduct Law and Order Operations** — Enforcement of laws and regulations and maintenance of units and personnel discipline.
9. **CCF (36) Conduct Civil Affairs Operations** — Conduct of those phases of the activities of a tactical commander which embrace the relationship between the military forces and civil authorities, and the citizens in a friendly or occupied country or area when U.S. military forces are present.
10. **CCF (37) Provide Sustainment Engineering** — The repair and construction of facilities and lines of communication. This CCF addresses:
  - a. Rear area restoration.
  - b. Construction and maintenance of lines of communication (roads, railroads, ports, airfields).
  - c. Construction support:
    - 1) Marshaling, distribution and storage facilities.
    - 2) Pipelines.
    - 3) Fixed facilities.
    - 4) Drill wells.
    - 5) Dismantlement of fortifications.
11. **CCF (38) Evacuate Non-combatants from Area of Operations** — The use of available military and host-nation resources for the evacuation of US forces, dependents, US government civilian employees, and private citizens (US and other). This CCF addresses:
  - a. Medical support.
  - b. Transportation.
  - c. Security.
  - d. Preparation of temporary shelters.
  - e. Operation of clothing exchange facilities.
  - f. Operation of bathing facilities.
  - g. Graves registration.
  - h. Laundry.
  - i. Feeding.
12. **CCF (39) Provide Field Services** — Performance of service logistics functions by and for Army elements in the field. This CCF addresses:
  - a. Clothing exchange.
  - b. Bathing facilities.
  - c. Graves registration.
  - d. Laundry and clothes renovation.
  - e. Bakeries.
  - f. Feeding (rations supply, kitchens).
  - g. Salvage.



## OUTCOMES AND PURPOSE OF CCF 30

OUTCOME(S)	PURPOSE
1. Personnel administration (awards, postal operations, promotions and reductions), legal actions, and financial services, within the task force sustain the unit's combat power. Distractions to the mission are minimized.	To sustain the task force's combat strength and focus the unit's soldiers' efforts on the mission, through the maintenance of personal strength, troop morale, soldiers' welfare, and military discipline.
2. Battlefield stress is managed through a combined effort of command information, discipline, safety, chaplain activities, morale support, and a command interest in the welfare of the soldiers. Loss to accidents and battlefield stress are minimized.	
3. Timely and accurate reports on personnel status are provided to the task force and higher headquarters and give an accurate picture of the TF's strength and CL I supply needs. Casualties are quickly reported through channels allowing the task force to analyze impact on plans and orders and to ensure the flow of material and replacements to the task force. Replacements are received, processed, and moved quickly forward.	
4. EPWs are handled and evacuated according to the laws of war. They are evacuated quickly, minimizing the disruption to the TF and maximizing their use as intelligence resources.	

# TASK FLOW PLAN



January 28, 1994

January 28, 1994

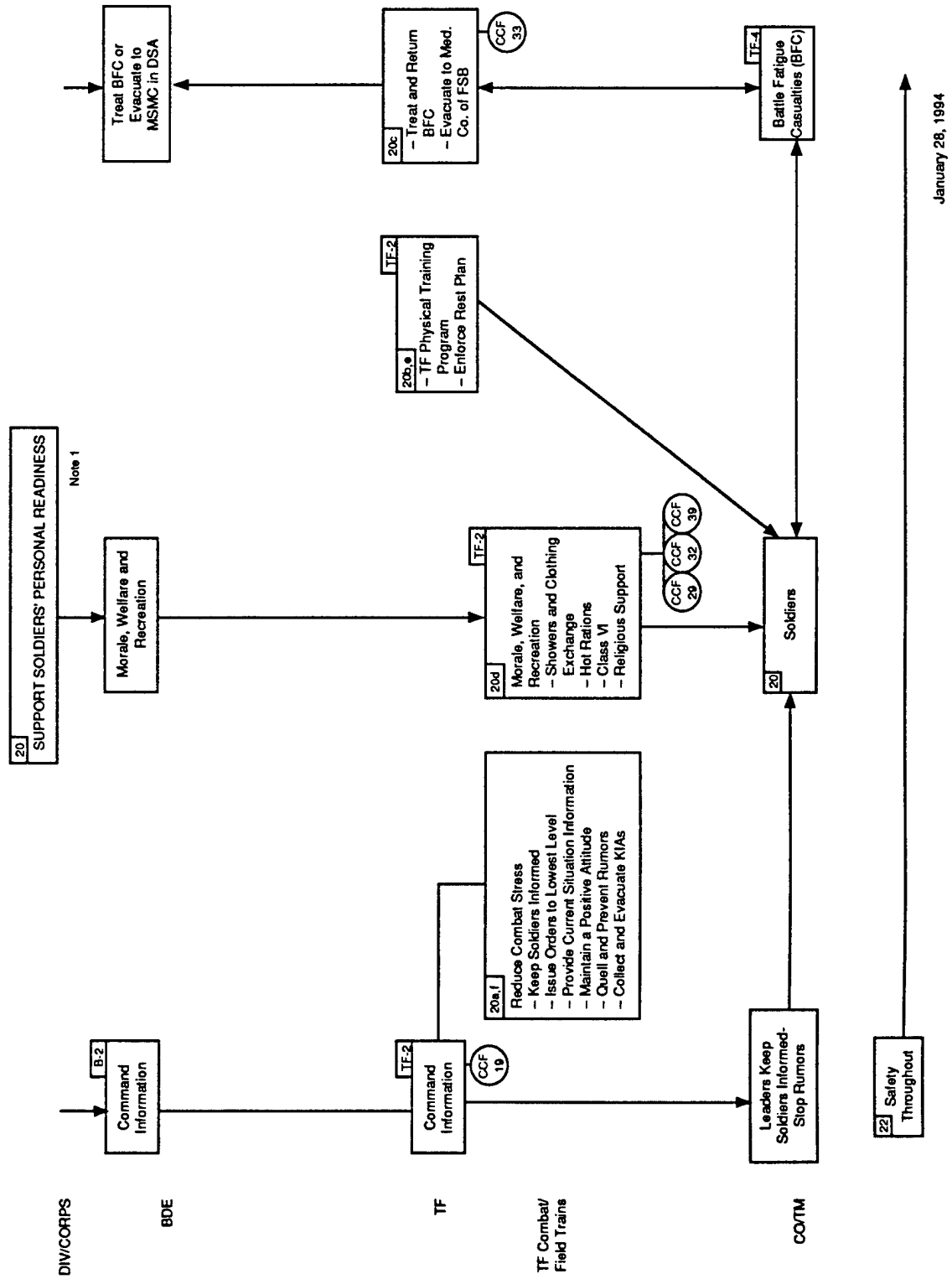




January 28, 1994



# TASK FLOW EXECUTE (Continued)



## OTHER CCF WHICH INTERACT WITH CCF 30

<u>CCF #</u>	<u>TITLE</u>	<u>LOGIC</u>
CCF 2	Collect Information	Documents, equipment, and statements from EPWs.
CCF 4	Disseminate Intelligence	Personnel estimate and plan uses enemy situation to aid in determining casualty estimate for TF.
CCF 6	Engage Enemy with Direct Fire and Maneuver	Risk analysis of unit during maneuver.
CCF 18	Plan for Combat Operations	S1 participates in the planning process to ensure that personnel operations support the commander's intent and are synchronized with the maneuver plan/DST.
CCF 19	Direct and Lead Unit During Preparation for the Battle	Rehearse support plans, keep commander informed of personnel status, ensure all necessary operations are completed, and that the force is prepared to engage the enemy.
CCF 20	Direct and Lead Unit in Execution of Battle	Support the TF during and after battle, monitoring the battle and casualties; prepared to initiate reconstitution and redistribution operations.
CCF 24	Enhance Physical Protection	Personnel and personnel service activities take measures to protect soldiers in their areas.
CCF 25	Conduct Operations Security	Personnel and personnel service activities do not provide the enemy with indications of the TF's status and plans.
CCF 28	Provide Transport Services	Transport replacements
CCF 29	Conduct Supply Operations	Supply replacements with required equipment.
CCF 32	Provide Health Services	Preventive measures for battlefield stress, field sanitation, and preventative medicine.
CCF 33	Treat and Evacuate Battlefield Casualties	Evacuation and treat battlefield stress casualties, track casualties for strength reporting and accountability.
CCF 39	Provide Field Services	Provide personnel status reports that drive higher support for field services, such as: bathing facilities, clothing exchanges, laundry, and feeding.

### CCF 30 KEY PARTICIPANTS BY TASK

<u>TASKS</u>	<u>PARTICIPANTS</u>
1. Analyze TF mission, understand commander's intent	TF Cdr, XO, S3, S1
2. Determine personnel status	TF Cdr, S3, S1, PAC NCO, Co/Tm 1SG
3. Develop personnel COAs and estimate	XO, S1, S3, S4, HHC CDR
4. Wargame COAs, COA selected by commander	TF CDR, S3
5. Develop personnel portion of the service support annex	XO, S1, S4
6. Plan for replacements	TF CDR, S1, S3, S4, Co/Tm Cdrs, 1SGs, PAC NCO
7. Plan for EPWs	XO, S1, S2, S3, S4, HHC Cdr, Co/Tm Cdrs, 1Sgts, Plt Ldrs, Plt Sgts
8. Plan for safety and stress reduction	TF Cdr, XO, S1-TF Leaders
9. Backbrief TF Commander	TF Cdr, All TF staff, HHC Cdr, Co/Tm Cdrs
10. OPORD issued	XO, S1, S3, Co/Tm Cdrs
11. Combat trains established	XO, S1, S4
12. Field trains established	BDE XO, S1, S4, TF HHC Cdr, PAC NCOIC, Unit Ministry Team
13. Communications established, administrative and logistics net	S1, S4, PAC NCOIC, Co/Tm 1Sgs, Plt Sgts
14. Participate in task force rehearsals	All combined arms team
15. Precombat checks	TF Cdr, TF Leaders
16. Report personnel status	Plt Sgts, 1Sgs, S1, PAC NCOIC, BDE S1
17. Receive and process replacements	PAC NCOIC, S4 NCOIC, HHC Cdr, HHC 1Sgt, S1, S4, Co/Tm 1Sgs
18. Conduct personnel administrative services	Co/Tm 1Sgs, S1, PAC
19. Handle and evacuate EPWs	Capturing Soldiers and Guards, Sqd Ldrs, Plt Ldrs, Co/Tm Cdrs, S1, S2, S4, Spt Plt Ldr, Military Police, Med Plt Ldr, BAS, Med Co Cdr, Ambulance Plt Ldr



**TASKS**

---

20. Support soldiers' personal readiness

21. Support TF Consolidation and  
Reorganization

22. Everyone executes the safety plan

**PARTICIPANTS**

---

TF Cdr, TF Staff, Co/Tm Cdr, 1Sgs, HHC  
Cdr, Plt Ldrs, Plt Sgts, Med Plt Ldr, Med Co  
Cdr, Div Surgeon, Unit Ministry Team, Spt  
Plt Ldr, Bde Cdr, S1, S4, DISCOM,  
COSCOM

TF Cdr, XO, S3, S1, POC, HHC Cdr,  
Co/Tm Cdrs, Co/Tm 1SGs

All combined arms team

**KEY INPUTS TO CCF 30  
(W/ CRITICAL INFORMATION)**

**D-1 DIVISION AND CORPS CSS ANNEX**

- (a) Location of field services.

**B-1 BRIGADE OPORD**

- (a) Commander's intent.
- (b) Commander's guidance for replacements.
- (c) Brigade scheme of maneuver.
- (d) Brigade CSS annex.
  - Location of BSA.
- (e) Brigade Commander's priorities.

**B-2 BRIGADE SOP**

- (a) Subordinate unit personnel reporting.
- (b) Legal Procedures.
- (c) Unit Ministry.
- (d) Public affairs.
  - Command information.
- (e) Management of stress.
  - Battle fatigue casualties.
- (f) Medical procedures for evacuation of BFCs.
- (g) Personnel hygiene and field sanitation.
- (h) Handling and evacuation of EPWs.

**TF-1 TF OPORD**

- (a) Commander's intent.
- (b) Commander's guidance for replacements.
- (c) TF scheme of maneuver.
- (d) TF IPB.
- (e) TF CSS plan.

**TF-2 TF SOP**

- (a) Personnel Admin Services.
- (b) Finance services.
- (c) Subordinate unit personnel reporting.
- (d) Legal procedures.
- (e) Unit Ministry.
- (f) Public affairs.
  - Command information.
- (g) Management of stress

- Battle fatigue casualties.
- (h) Medical procedures for evacuation.
  - Fatigue casualties.
  - Collection of unit equipment from WIAs and KIAs.
- (i) Personnel hygiene and field sanitation.
- (j) Handling and evacuation of EPWs.
- (k) Replacement operations.
  - Reception of replacements.
  - Issue of unit equipment.
  - Training.
  - Movement.
  - Reception of replacements at company level.

**TF-3      TF PERSONNEL REPORT**

- (a) Number of personnel by MOS and rank.

**TF-4      CASUALTY FEEDER REPORT**

**TASK LIST SUMMARY FOR CCF 30**

See CCF 18 for a detailed task analysis of the planning process. Key inputs with critical information are listed on page 18.

**PLANNING**

1. **Analyze TF mission, understand commander's intent** (ARTEP 71-2-MTP, Task 7-1-3901; FM 71-2, Chap. 2, 7; FM 101-5, Chap. 2)
2. **Determine personnel status** (ARTEP 71-2-MTP, Task 7-1-3915; FM 71-2, Chap. 2, 7)
3. **Develop personnel COAs and estimate** (ARTEP 71-2-MTP, Task 7-1-3912, 3915; FM 71-123, Chap. 8; FM 101-5, App. G)
4. **Wargame COAs selected by commander** (ARTEP 71-2-MTP, Task 7-1-3902)
5. **Develop personnel portion of the service support annex** (ARTEP 71-2-MTP, Task 7-1-3912)
6. **Plan for replacements** (ARTEP 71-2-MTP, Task 7-1-3913; FM 71-123, Chap. 8)
7. **Plan for EPWs** (ARTEP 71-2-MTP, Task 7-1-3913; FM 71-123, Chap. 8)
8. **Plan for safety and stress reduction** (ARTEP 71-2-MTP, Task 7-1-3913)
9. **Backbrief TF Commander** (ARTEP 71-2-MTP, Task 7-1-3901)
10. **OPORD Issued** (ARTEP 71-2-MTP, Task 7-1-3902)

**PREPARATION**

11. **Combat trains established** (ARTEP 71-2-MTP, Task 7-1-3913)
12. **Field trains established** (ARTEP 71-2-MTP, TASK 7-1-3914)
13. **Communications established, administrative and logistics net** (ARTEP 71-2-MTP, TASK 7-1-3036, 3037)
14. **Participate in task force rehearsals** (ARTEP 71-2-MTP, Task 7-1-3901)
15. **Precombat checks** (ARTEP 71-2-MTP, Task 7-1-3901)

**EXECUTION**

16. **Report personnel status** (ARTEP 71-2-MTP, Task 7-1-3913, 3915)
17. **Receive and process replacements** (ARTEP 71-2-MTP, Task 7-1-3914, 3915; FM 71-123, Chap. 8)
18. **Conduct personnel administrative services** (ARTEP 71-2-MTP, Task 7-1-3914; FM 71-123, Chap. 8)
19. **Handle and evacuate EPWs** (ARTEP 71-2-MTP, Task 7-1-3912; FM 71-123, Chap. 8)
20. **Support soldiers' personal readiness** (ARTEP 71-2-MTP, Task 7-1-3912; FM 71-123, Chap. 8)
21. **Support TF consolidation and reorganization** (ARTEP 71-2, Task 7-1-3912, 3913, 3915; FM 71-2, Chap 3, 7)
22. **Everyone executes the safety plan**

**PROVIDE PERSONNEL SERVICES  
PLANNING TASK LIST**

Note: Providing personnel services, safety, and soldier personal readiness is continuous. The execution task list occurs during all phases.

See CCF 18 for a detailed task analysis of the planning process. Key inputs with critical information are listed on page 18.

1. **Analyze TF mission, understand commander's intent** (ARTEP 71-2-MTP, Task 7-1-3901; FM 71-2, Chap. 2, 7; FM 101-5, Chap. 2)
  - a. Impact of priorities established by the brigade commander.
  - b. See CCF 18, Task 1.
2. **Determine personnel status** (ARTEP 71-2-MTP, Task 7-1-3915; FM 71-2, Chap 2, 7)
  - a. Collect/reconfirm personnel data from assigned, attached, and OPCON elements.
  - b. Make a general assessment of the personnel status and its effect upon the mission.
  - c. Update unit strength reports and post battle rosters.
3. **Develop personnel COAs and estimate** (ARTEP 71-2-MTP, Task 7-1-3912, 3915; FM 71-123, Chap. 8; FM 101-5, App. G)
  - a. Enemy situation affecting personnel activities.
  - b. Personnel impact upon TF's plan.
  - c. Logistical situation.
    - 1) Location of combat and field trains.
    - 2) Logistic developments that can influence personnel operations.
    - 3) Assess status of personnel support assets.
      - a) S1 section.
      - b) PAC.
      - c) Chaplain.
  - d. Unit strength of all TF elements.
    - 1) Authorized, attached, and assigned strength.
    - 2) Critical MOS and skills shortages.

- 3) Projected gains and losses.
  - a) Replacements.
  - b) Combat losses (were and when, tie-in with casualty estimate, CCF 33).
  - c) Non-combat losses.
- e. Replacements.
  - 1) Commander's guidance on replacement priorities.
  - 2) Critical requirements.
    - a) Weapon crews.
    - b) Small unit requirements.
  - 3) Location of replacement processing units.
- f. EPWs
  - 1) Location of the EPW holding area.
  - 2) Means and time of evacuation.
- g. Civil-Military Operations situation.
  - 1) Command information.
  - 2) Projected developments within the civil-military operations field likely to influence personnel operations.
- h. Estimate soldier personal readiness.
  - 1) Organizational climate.
  - 2) Commitment.
  - 3) Cohesion.
  - 4) Physical training level.
- i. Analyze personal factors.
  - 1) Esprit de corps.
  - 2) Significant influences on the unit's morale.
- j. Safety and risk analysis.
  - 1) Appraisal of mission and situation, identification of vulnerabilities to fratricide, accidents, e.g.:
    - a) Do COAs risk fratricide during maneuver (e.g., chance meeting with other friendly units)?

- b) Complexity of mission, amount of time the unit has been together, time of day, weather, training, and soldier fatigue all considered in COAs?
  - c) High risk activities (battle, non-battle).
- k. See CCF 4; CCF 6; CCF 18; CCF 28; CCF 29; CCF 32; CCF 33; CCF 39.
- 4. **Wargame COAs, COA selected by commander** (ARTEP 71-2-MTP, Task 7-1-3902)
  - a. See CCF 18.
- 5. **Develop personnel portion of the service support annex** (ARTEP 71-2-MTP, Task 7-1-3912)
  - a. Include changes to TF standard operating procedures.
  - b. Strength collection/reporting guidelines.
  - c. Replacement processing.
  - d. EPW processing.
  - e. Coordinate medical plan with medical platoon leader.
  - f. See CCF 18; CCF 33.
- 6. **Plan for replacements** (ARTEP 71-2-MTP, Task 7-1-3913; FM 71-123, Chap. 8)
  - a. TF Commander's priorities established.
  - b. Equipment collection from casualties and reallocation plan.
  - c. Reception.
  - d. Training.
  - e. Movement to units
  - f. See CCF 18; CCF 28; CCF 29; CCF 33; CCF 39.
- 7. **Plan for EPWs** (ARTEP 71-2-MTP, Task 7-1-3913; FM 71-123, Chap. 8)
  - a. See CCF 2; CCF 4; CCF 28; CCF 29; CCF 33.
- 8. **Plan for safety and stress reduction** (ARTEP 71-2-MTP, Task 7-1-3913)
  - a. Command information, keep the soldiers informed.



- b. Religious services and ministerial visits.
  - c. Sleep plan.
  - d. Continuously analyze risk as TF plan changes.
  - e. See CCF 33.
9. **Backbrief TF Commander** (ARTEP 71-2-MTP, Task 7-1-3901)
- a. See CCF 18, Task 9.
10. **OPORD Issued** (ARTEP 71-2-MTP, Task 7-1-3902)

**PROVIDE PERSONNEL SERVICES  
PREPARATION TASK LIST**

11. **Combat trains established** (ARTEP 71-2-MTP, Task 7-1-3913)
  - a. Holding area for EPWs established.
  - b. See CCF 19; CCF 24; CCF 29; CCF 33.
12. **Field trains established** (ARTEP 71-2-MTP, TASK 7-1-3914)
  - a. Assembly area for replacements established.
  - b. See CCF 19; CCF 24; CCF 29.
13. **Communications established, administrative and logistics net** (ARTEP 71-2-MTP, Task 7-1-3036, 3037)
  - a. See CCF 25.
14. **Participate in task force rehearsals** (ARTEP 71-2-MTP, Task 7-1-3901)
  - a. See CCF 19.
15. **Precombat checks** (ARTEP 71-2-MTP, Task 7-1-3901)
  - a. See CCF 19.

**PROVIDE PERSONNEL SERVICES  
EXECUTION TASK LIST**

Note: Providing personnel services, safety, and soldier personal readiness is continuous. The execution task list occurs during all phases.

16. **Report personnel status** (ARTEP 71-2-MTP, Task 7-1-3913, 3915)
  - a. Collect personnel status from companies/teams and aid station.
  - b. Update Command and Control Strength Reporting System (C2SRS).
  - c. Prepare and transmit personnel status reports to higher and commander.
  - d. Report significant concerns to XO, S3, or TF commander.
  - e. Forward casualty feeder reports.
  - f. Track evacuation of TF's soldiers.
    - 1) Location of evacuated soldiers (battalion aid station, division clearing station, MASH, COMMZ).
    - 2) Condition of wounded and injured soldiers.
  - g. See CCF 20.
17. **Receive and process replacements** (ARTEP 71-2-MTP, Task 7-1-3914, 3915; FM 71-123, Chap. 8)
  - a. Collect and forward medical and dental records.
  - b. Inspect clothing and equipment.
  - c. Issue equipment (equipment collected from soldiers evacuated).
  - d. Assign as per TF commander's guidance.
  - e. Link up combat ready vehicles and replacement crews.
  - f. Training, if time.
  - g. Inform companies/teams of incoming replacements.
  - h. Orient replacements on TF situation.
  - i. See CCF 20; CCF 28; CCF 29.

18. **Conduct personnel administrative services** (ARTEP 71-2-MTP, Task 7-1-3914; FM 71-123, Chap. 8)
  - a. Process awards and decorations.
  - b. Process promotions.
  - c. Process legal actions.
  - d. Collect mail from and deliver mail to units.
  - e. Process pay inquiries.
  - f. See CCF 19.
19. **Handle and evacuate EPWs** (ARTEP 71-2-MTP, Task 7-1-3912; FM 71-123, Chap. 8)
  - a. Tag and move EPWs to TF holding area.
  - b. Wounded EPWs receive treatment and are evacuated.
  - c. Evacuate EPWs to designated collection points with captured equipment.
  - d. See CCF 2; CCF 4; CCF 25; CCF 28; CCF 33; CCF 39.
20. **Support soldiers' personal readiness** (ARTEP 71-2-MTP, Task 7-1-3912; FM 71-123, Chap. 8)
  - a. Leaders combat battlefield stress
    - 1) Keep soldiers informed (command information).
    - 2) Issue orders to lowest level possible.
    - 3) Provide current situation information.
    - 4) Maintain a positive attitude.
    - 5) Quell and prevent rumors.
  - b. Sleep plans are enforced.
  - c. Battlefield fatigue casualties receive medical attention.
  - d. Soldiers receive morale, welfare, and recreational support.
    - 1) Showers and clothing exchange.
    - 2) Hot rations.
    - 3) Class VI and PX support.

- 4) Religious support.
  - e. Maintain soldiers' physical fitness.
  - f. Collect and evacuate KIAs; safeguard their personal possessions. Return government property to proper channels IAW SOP.
  - g. S1 coordinates letters of condolence with TF companies.
21. **Support TF consolidation and reorganization** (ARTEP 71-2, Task: 7-1-3912, 3913, 3915; FM 71-2, Chap 3, 7)
- a. TF elements report strength.
  - b. S1/PAC supervisor disseminates personnel and strength information.
  - c. S1 recommends and performs redistribution of critical personnel.
    - 1) Uses TF commanders priorities.
  - d. Reconstitute personnel functions and organizations.
    - 1) Leaders cross level personnel and reassign responsibilities.
    - 2) Fill leadership positions.
    - 3) Determine personnel and equipment status.
    - 4) Report status to next higher headquarters.
    - 5) Identify personnel from the field trains as potential replacements.
  - e. Prepare to continue or change mission.
22. **Everyone executes the safety plan**

## CALL LESSONS LEARNED RELEVANT TO CCF 30 (EXTRACTS FROM LESSONS LEARNED BULLETINS)

### 1. Lessons Learned — 31 January 1986

Successful units shift from a garrison "pull" system of supply based on requests to a combat "push" supply system based on prior staff planning. This planning process requires that:

- XO/S-4s incorporate all CSS operators into the service support plan, i.e., S1, BMO, support platoon leader, medical platoon leader or battalion surgeon. These players must stay abreast of the current situation.
- Products and services should be pushed forward based on the mission of the unit and the hasty estimate done prior to the operation by the CSS staff.
- The S-4/XO incorporates the service support plan into the operation order. He stays in close coordination with the tactical operations center, anticipates changes in the service support plan based on changes in the mission, and informs other CSS operators of the tactical situation.
- The service support plan includes how attachments and other elements, such as the scouts and mortars are to be supported.
- Ensure maximum CSS support to OPCON and supporting elements. While not attached in the task organization they must come under the operational care of a designated maneuver unit.
- Have the HHC Commander implement the security and communication plan in the field trains. He assists in executing the logistical plan to include any required coordination with supporting agencies.

### 2. Lessons Learned — 27 February 1987

The S4, assisted by the S1, prepares and organizes the combat trains for an offensive operation in much the same manner as the maneuver company commanders. He carefully evaluates the situation, relative to CSS, and determines the support needed for the operation. A key consideration is timely displacement of the combat trains. This allows continual support to the lead elements of the task force.

### 3. Year Of Training — Fall 88

- Focus Forward. Proactive logistics requires planning and staff estimates. Staff officers at every level must look forward to the next operation.

Include CSS personnel in tactical planning process.

- Wargame with the entire staff:

Normally, the commander wargames with his XO, S2, S3, S1/S4, FSO/FSCoord, engineer and air defense officer (and aviation LNO/ commander if applicable). The wargame identifies the advantages/disadvantages of each course of action and how to best employ the

capabilities/ limitations of each operating system. This avoids massive and continual changes to the concept of operation which disrupt preparation activities. This also ensure that the entire staff really understand the course of action. Time available clearly limits the extent of the wargame. Note - at brigade level include the FSB operations officer in the wargame.

We can also determine what time accidents are most likely to occur. Only 16 percent of accidents occur from 2301 to 0600. Most units are extremely safety conscious during night operations. Sixty-one percent occur from 0601 to 1800, and 23 percent occur from 1801 to 2300. The highest concentration of daylight accidents occur because soldiers ignore known safety hazards, such as soldiers positioning themselves between two vehicles during recovery operations or excessive speed.

This is one of the challenges of leadership at the NTC: to become more involved in safety awareness and accident prevention. By educating our leaders and properly supervising our soldiers, we can reduce the number of accidents, maintain high morale, and maintain our combat strength.

#### 4. Newsletter, No. 91-5 — December 1991

Safety is always a key concern during tactical operations in peacetime or during combat. Even so, there are serious consequences for those who don't follow basic safety guidelines. During Operations Desert Shield and Desert Storm, the climbing level of deaths caused by accidents led one commander to adopt the phrase "Not One More Life." Sleep plans are key to sustained operations. Soldiers need sufficient rest to exercise sound judgment. Unexploded munitions were a source of many preventable deaths during the closing days of Operation Desert Storm. Soldiers seeking war trophies lost limbs and life. Many soldiers operating in Southwest Asia lost their lives and destroyed property due to excessive vehicle speed.

During the first days of alert notification for Operation Desert Shield, lack of sleep caused problems for units and staffs. Commanders and staffs eventually sorted out schedules and procedures to ensure the ability to sustain continuous operations. This is especially critical for aviation units where crew rest is a major safety concern. Transportation companies are also a critical concern. Some major commands saw an increase of military police stopping soldiers for apparent DUI. It was discovered that the soldiers were simply exhausted.

Hard-hitting Allied combat forces left many destroyed and partially destroyed vehicles and bunkers in their wake. The battlefield became littered with enemy equipment, weapons, and munitions. Upon cease-fire, many young soldiers sought these items as mementos of their experiences in combat. Although most major commands instituted war trophy programs to control the export of dangerous or intelligence-sensitive items, word about the danger of some of these items spread slowly. Unexploded munitions became a favorite war trophy for some, despite the inherent danger. Educate soldiers on the dangers of unexploded munitions.

Southwest Asia was an immense theater. MSR's were hundreds of miles long. Young soldiers, eager to accomplish their mission and return, raced along MSR's at hazardous speeds. Disastrous traffic accidents occurred with mind-numbing frequency. In peace or in war, safety procedures must be followed. Enforce safety in your unit.

## 5. Lessons Learned Bulletin, No. 1-87 — April 1987

### Wartime Personnel Operations

Are your peacetime personnel operations in line with what you are going to do in war? If not, what are you doing about getting it fixed? The army, as a whole, does not adequately train wartime personnel operations. Our failure to do so impacts upon our ability to sustain and reconstitute the force. Take the case of the Personnel Status Report (PDS) used for reporting numbers and MOSs of casualties (DA Form 5367-R).

The PDS is designed to provide the commander with a snapshot picture of the strength of his subordinate units. From this report, critical shortfalls in officer, warrant officer, or enlisted strength can be discerned, estimated casualties confirmed, and personnel replacements prioritized. Variations in the PDS format are numerous. Is the way you report attached, OPCON, and direct support soldiers in your unit different from the way your adjacent unit does? Do you report by task organization (critical for combat power depiction)? Is it the same on this exercise as it was on the last? Are there training problems associated with the report because it is not used in garrison?

The key to making the system work and providing commanders with timely and accurate strength data is practiced in garrison as well as the field. Using the PDS as an example:

- Exercise the PDS at every echelon in garrison (do it "task organized"). Use the soldiers who will have to do it in combat. Too often SIDPERS clerks and other PAC personnel don't go to the field because it interferes with peacetime duties. (Your 76Ys need to know how to fill it out as well, they answer the phone/radio in the ALC too.)
- Print detailed instructions on the back of your PDS forms to cover every aspect of preparation (reporting attached, OPCON, DIS, etc). Expand the instructions as necessary in your tactical standard operating procedures.
- RTOs and clerks should have the necessary tools to accurately record each report as it comes in, compile them, and forward them both to the echelon commander and the next higher echelon. The clerks/RTOs require your task organization, calculators, blank forms, and pencils.

Wartime personnel operations are not glamorous, but they provide vital information for commander as he goes through the decision making process and sets priorities. The challenge is to reconcile wartime and peacetime procedures.

## 6. NTC Lessons Learned — May 1986

### Location of the EPW Collection Point

The location of the enemy prisoner of war (EPW) collection point within the battalion task force area often violate control or security considerations. Many successful units locate the EPW collection point approximately 50 meters from the Admin/Log Center (ALC) but within the perimeter of the combat trains. This location permits adequate security, prevents the EPWs from gaining access to overall ALC operations, and allows the S1 to maintain positive control of rapid EPW evacuation procedures.



## LESSONS LEARNED INTEGRATED INTO CCF 30 TASK LIST

### *Planning Task List*

1. **Analyze TF mission, understand commander's intent**

2. **Determine personnel status**

3. **Develop personnel COAs and estimate**

Focus forward. Proactive logistics requires planning and staff estimates. Staff officers at every level must look forward to the next operation.

Include CSS personnel in tactical planning process.

- Wargame with the entire staff:

Normally, the commander wargames with his XO, S2, S3, S1/S4, FSO/FSCoord, engineer and air defense officer (and aviation LNO/commander if applicable). The wargame identifies the advantages/disadvantages of each course of action and how to best employ the capabilities/limitations of each operating system. This avoids massive and continual changes to the concept of operation which disrupt preparation activities. This also ensures that the entire staff really understands the course of action. Time available clearly limits the extent of the wargame. Note: at brigade level include the FSB operations officer in the wargame.

4. **Wargame COAs, COA selected by commander**

5. **Develop personnel portion of the service support annex**

Successful units shift from a garrison "pull" system of supply-based on requests to a combat "push" supply system based on prior staff planning. This planning process requires that:

- XO/S4s incorporate all CSS operators into the service support plan, i.e., S1, BMO, support platoon leader, medical platoon leader or battalion surgeon. These players must stay abreast of the current situation.
- Products and services should be pushed forward based on the mission of the unit and the hasty estimate done prior to the operation by the CSS staff.
- The S4/XO incorporates the service support plan into the operation order. He stays in close coordination with the tactical operations center, anticipates changes in the service support plan based on changes in the mission, and informs other CSS operators of the tactical situation.

- The service support plan includes how attachments and other elements, such as the scouts and mortars are to be supported.
- Ensure maximum CSS support to OPCON and supporting elements. While not attached in the task organization they must come under the operational care of a designated maneuver unit.
- Have the HHC commander implement the security and communication plan in the field trains. He assists in executing the logistical plan to include any required coordination with supporting agencies.

6. **Plan for replacements**

7. **Plan for EPWs**

8. **Plan for safety and stress reduction**

9. **Backbrief TF Commander**

10. **OPORD Issued**

***Preparation Tasks***

11. **Combat trains established**

The S4, assisted by the S1, prepares and organizes the combat trains for an offensive operation in much the same manner as the maneuver company commanders. He carefully evaluates the situation, relative to CSS, and determines the support needed for the operation. A key consideration is timely displacement of the combat trains. This allows continual support to the lead elements of the task force.

12. **Field trains established**

13. **Communications established, administrative and logistics net**

14. **Participate in task force rehearsals**

15. **Precombat checks**

**Execution Tasks****16. Report personnel status**

Are your peacetime personnel operations in line with what you are going to do in war? If not, what are you doing about getting it fixed? The army, as a whole, does not adequately train wartime personnel operations. Our failure to do so impacts upon our ability to sustain and reconstitute the force. Take the case of the Personnel Status Report (PDS) used for reporting numbers and MOSs of casualties (DA Form 5367-R).

The PDS is designed to provide the commander with a snapshot picture of the strength of his subordinate units. From this report, critical shortfalls in officer, warrant officer, or enlisted strength can be discerned, estimated casualties confirmed, and personnel replacements prioritized. Variations in the PDS format are numerous. Is the way you report attached, OPCON, and direct support soldiers in your unit different from the way your adjacent unit does? Do you report by task organization (critical for combat power depiction)? Is it the same on this exercise as it was on the last? Are there training problems associated with the report because it is not used in garrison?

The key to making the system work and providing commanders with timely and accurate strength data is practiced in garrison as well as the field. Using the PDS as an example:

- Exercise the PDS at every echelon in garrison (do it "task organized"). Use the soldiers who will have to do it in combat. Too often SIDPERS clerks and other PAC personnel don't go to the field because it interferes with peacetime duties. (Your 76Ys need to know how to fill it out as well, they answer the phone/radio in the ALC too.)
- Print detailed instructions on the back of your PDS forms to cover every aspect of preparation (reporting attached, OPCON, DIS, etc). Expand the instructions as necessary in your tactical standard operating procedures.
- RTOs and clerks should have the necessary tools to accurately record each report as it comes in, compile them, and forward them both to the echelon commander and the next higher echelon. The clerks/RTOs require your task organization, calculators, blank forms, and pencils.

Wartime personnel operations are not glamorous, but they provide vital information for commander as he goes through the decision making process and sets priorities. The challenge is to reconcile wartime and peacetime procedures.

**17. Receive and process replacements****18. Conduct personnel administrative services****19. Handle and evacuate EPWs**

The location of the enemy prisoner of war (EPW) collection point within the battalion task force area often violate control or security considerations. Many successful units locate the EPW collection point approximately 50 meters from the Admin/Log Center (ALC) but within the perimeter of the combat trains. This location permits adequate security, prevents

the EPWs from gaining access to overall ALC operations, and allows the S1 to maintain positive control of rapid EPW evacuation procedures.

## 20. **Support soldiers' personal readiness**

During the first days of alert notification for Operation Desert Shield, lack of sleep caused problems for units and staffs. Commanders and staffs eventually sorted out schedules and procedures to ensure the ability to sustain continuous operations. This is especially critical for aviation units where crew rest is a major safety concern. Transportation companies are also a critical concern. Some major commands saw an increase of military police stopping soldiers for apparent DUI. It was discovered that the soldiers were simply exhausted.

## 21. **Support TF consolidation and reorganization**

## 22. **Everyone executes the safety plan**

Safety is always a key concern during tactical operations in peacetime or during combat. Even so, there are serious consequences for those who don't follow basic safety guidelines. During Operations Desert Shield and Desert Storm, the climbing level of deaths caused by accidents led one commander to adopt the phrase "Not One More Life." Sleep plans are key to sustained operations. Soldiers need sufficient rest to exercise sound judgment. Unexploded munitions were a source of many preventable deaths during the closing days of Operation Desert Storm. Soldiers seeking war trophies lost limbs and life. Many soldiers operating in Southwest Asia lost their lives and destroyed property due to excessive vehicle speed.

Hard-hitting Allied combat forces left many destroyed and partially destroyed vehicles and bunkers in their wake. The battlefield became littered with enemy equipment, weapons, and munitions. Upon cease-fire, many young soldiers sought these items as mementos of their experiences in combat. Although most major commands instituted war trophy programs to control the export of dangerous or intelligence-sensitive items, word about the danger of some of these items spread slowly. Unexploded munitions became a favorite war trophy for some, despite the inherent danger. Educate soldiers on the dangers of unexploded munitions.

Southwest Asia was an immense theater. MSRs were hundreds of miles long. Young soldiers, eager to accomplish their mission and return, raced along MSRs at hazardous speeds. Disastrous traffic accidents occurred with mind-numbing frequency. In peace or in war, safety procedures must be followed. Enforce safety in your unit.

We can also determine what time accidents are most likely to occur. Only 16 percent of accidents occur from 2301 to 0600. Most units are extremely safety conscious during night operations. Sixty-one percent occur from 0601 to 1800, and 23 percent occur from 1801 to 2300. The highest concentration of daylight accidents occur because soldiers ignore known safety hazards, such as soldiers positioning themselves between two vehicles during recovery operations or excessive speed.

This is one of the challenges of leadership at the NTC: to become more involved in safety awareness and accident prevention. By educating our leaders and properly supervising our soldiers, we can reduce the number of accidents, maintain high morale, and maintain our combat strength.

### CCF 30 CRITICAL TASKS AND OTHER LINKAGES

<u>TASK</u>	<u>OTHER LINKAGES</u>
1. Analyze TF mission	
2. Determine personnel status	Companies maintain personnel status.
3. Develop personnel COAs and estimate.	
8. Plan for safety and stress reduction	
13. Communications established, administrative and logistics net	
16. Report personnel status	Companies maintain personnel status: STP 21-II-MQS, Task 03-0170.01-1005, Perform Wartime Strength Accounting at Unit Level; ARTEP 71-1-MTP, Task 17-2-0706, Reorganize on the Objective.
17. Receive and process replacements	Companies have a plan to quickly integrate new personnel into the unit: ARTEP 71-1-MTP, Task 12-2-C007, Integrate Replacements.
18. Conduct personnel administrative services	<ul style="list-style-type: none"> <li>- All leaders make recommendations for promotions and awards: STP 21-II-MQS, Task 03-0150.00-1008, Initiate a Recommendation for an Award; 03-0001.00-1011, Recommend Enlisted Personnel for Promotion.</li> <li>- Leaders recommend punishment and commanders execute UCMJ and administrative actions for misconduct and incompetence: STP 21-II-MQS, Task 03-9080.10-3001, Administer Military Justice at Company and Battalion Level; 03-0150.00-1003, recommend Enlisted Personnel for Reduction for Inefficiency or Misconduct.</li> </ul>
19. Handle and evacuate EPWs	Individual soldiers captures EPWs, platoons and companies evacuate to TF: STP 21-1-SMCT, Task 181-906-1505, Conduct Combat Operations According to the Law of War; STP 21-II-MQS, Task S3-9060.00-1000, Conduct Smoke Unit Operations According to the Law of War; 03-3711.13-0001, Process Captured Material; 03-3751.01-0101, Supervise Processing of Captives at Unit Level; S1-9060.10-3000, Conduct Company and Battalion Operations According to the Law of War; ARTEP 71-1-MTP, Task 19-2-C004, Process Enemy Prisoners of War.

**TASK**

**OTHER LINKAGES**

20. Support soldiers' personal readiness

All leaders and medical personnel continually monitor and outlook for the welfare and morale of the soldiers: STP 21-II-MQS, Task S3-9001.18-0001, Manage Organizational Stress; 03-8310.00-9000, Supervise Unit Preventive Medicine and Field Sanitation Procedures; 01-0001.00-0027, Develop a Platoon or Section Physical Fitness Program; 01-9001.17-0003, Build a Cohesive Unit or Organization; 093-9001.11-0002, Establish a Positive Command Climate; 03-9001.18-0002, Minimize Combat Stress; 03-5105.00-0002, Direct Field Feeding Operations; 03-0001.00-0028, Develop a Physical Fitness Program at the Company or Battalion Level; ARTEP 71-1-MTP, Task 17-2-0705, Provide Medical Evacuation and Treatment of Casualties; 17-2-0101, Prepare for Combat.

22. Everyone executes the safety plan

STP 21-II-MQS, Task 03-9003.03-0001, Supervise the Management of Accident Risk and Unit Operations

## **CONDUCT SUPPLY OPERATIONS REFERENCES**

### **ARTEPS**

- 71-1-MTP      Mission Training Plan for the Tank and Mechanized Infantry Company and Company Team, 3 Oct 1988
- 71-2-MTP      Mission Training Plan for the Tank and Mechanized Infantry Battalion Task Force, 3 Oct 1988

### **FMs**

- 12-6            Personnel Doctrine, Aug 1989
- 12-16          Replacement Operations, July 1984
- 63-2           Division Support Command, May 1991
- 63-20          Forward Support Battalion, Feb 1990
- 71-1            The Tank and Mechanized Infantry Company Team, Nov 1988
- 71-2            The Tank and Mechanized Infantry Battalion Task Force, Sep 1988
- 71-3            The Tank and Mechanized Infantry Brigade, May 1988
- 71-123        Tactics and Techniques for Combined Arms Forces: Armored Brigade, Battalion/Task Force, and Company Team; Sep 1992
- 100-10        Combat Services Support, Feb 1988
- 101-5          Staff Organization and Operations, May 1984

### **STPs**

- 21-1-SMCT     Soldier's Manual of Common Tasks, Skill Level 1, Oct 1987
- 21-II-MQS     Military Qualification Standards II: Manual of Common Tasks for Lieutenants and Captains, Jan 1991

### **CALL Lessons Learned Bulletins**

- Lessons Learned Bulletin – January 1986
- Lessons Learned Bulletin – February 1987
- Year of Training Newsletter – Fall 1988
- Corps-Division Lessons Learned – November 1989
- Battlefield Logistics Newsletter – December 1991