



**Research Product 98-05**

**Direct and Lead Units During  
Preparation for the Battle  
(Battlefield Function 19)  
as Accomplished by a Heavy Brigade  
Volume 1: Function Analysis**

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**December 1997**

**Armored Forces Research Unit**

**U.S. Army Research Institute for the Behavioral and Social Sciences**

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**DTIC QUALITY INSPECTED 3**

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

**A Directorate of the U.S. Total Army Personnel Command**

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Research accomplished under contract  
for the Department of the Army

BDM Federal, Inc.

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## REPORT DOCUMENTATION PAGE

1. REPORT DATE (dd-mm-yy) December 1997		2. REPORT TYPE Final		3. DATES COVERED (from... to) July 1995 - July 1997	
4. TITLE AND SUBTITLE Direct and Lead Units During Preparation for the Battle (Battlefield Function 19) as Accomplished by a Heavy Brigade Volume 1: Function Analysis				5a. CONTRACT OR GRANT NUMBER MDA 903-92-D-0075	
				5b. PROGRAM ELEMENT NUMBER 0602785A	
6. AUTHOR(S)  James Gass (BDM), Kent E. Harrison (PRC), Dorothy L. Finley (ARI), and Kathleen A. Quinkert (ARI)				5c. PROJECT NUMBER A791	
				5d. TASK NUMBER 2228	
				5e. WORK UNIT NUMBER R03	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) BDM Federal, Inc.      PRC, Inc.      U.S. Army Research Institute for 1801 Randolph Road, S.E.      1500 PRC Drive      the Behavioral and Social Sciences Albuquerque, NM 87106      McLean, VA 22102      ATTN: TAPC-ARI-IK 5001 Eisenhower Avenue Alexandria, VA 22333-5600				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 ATTN: TAPC-ARI-IK 5001 Eisenhower Avenue Alexandria, VA 22333-5600				10. MONITOR ACRONYM ARI	
				11. MONITOR REPORT NUMBER Research Product 98-05	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution is unlimited.					
13. SUPPLEMENTARY NOTES Kathleen A. Quinkert, Contracting Officer's Representative					
14. ABSTRACT ( <i>Maximum 200 words</i> ):  The purpose of the overall research program was to document the synchronization required by command and control tasks performed within the armored brigade, to include combat support and combat service support units. The immediate application of the documentation was to support developers of staff training in two related projects: Battle Staff Training System and Staff Group Trainer. The documentation was also intended to assist with the planning and execution of collective training.  The documentation approach was to apply function analysis (FA) techniques for battlefield functions (BFs) in the Command and Control battlefield operating system. Thirteen FAs were developed for the brigade headquarters and four supporting units: direct support field artillery battalion, engineer battalion, forward support battalion, and air defense artillery battery. The FAs were revised through a formative evaluation process that included internal review and successive external reviews by combat training centers, proponent agencies, and a review council representing potential users of the FAs. The final products include the FAs, a user's guide, and assessment packages for the BFs. This report provides the FA and user's guide for BF19 as performed by a heavy brigade headquarters.					
15. SUBJECT TERMS Structured Training      Staff Training      Multiechelon Training      Training Strategy Functions      Analysis of Functions      Command and Control					
SECURITY CLASSIFICATION OF			19. LIMITATION OF ABSTRACT  Unlimited	20. NUMBER OF PAGES  422	21. RESPONSIBLE PERSON (Name and Telephone Number) Kathleen A. Quinkert (502) 624-6928/3450
16. REPORT Unclassified	17. ABSTRACT Unclassified	18. THIS PAGE Unclassified			

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**December 1997**

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**Army Project Number  
2Q26785A791**

**Education and Training Technology**

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## FOREWORD

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One of the goals for the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) is to facilitate the development of training strategies that will serve the needs of the combined arms team today and into the 21st century. The indispensable foundations, the cornerstones, for meeting this goal are solid information and data bases. One such base is a set of comprehensive descriptions of how soldiers accomplish their missions. Many task descriptions have been developed where the focus is on activities within a particular Battlefield Operating System (BOS); these are often further narrowed to one BOS element within one echelon. What have been lacking are function analyses along with task descriptions that have a broader BOS perspective; one which focuses not only on intra-BOS relationships, but also the relationships of that BOS with other BOSs in accomplishing the overall mission. It is this latter perspective which is needed, for example, to define training requirements and strategies for combined arms operations.

The function analysis described in this report is a product of one of three efforts conducted under the ARI project, "Innovative Tools and Techniques for Brigade and Below Staff Training (ITTBBST)." The work in this part of ITTBBST is the fifth in a series of ARI projects directed at analyzing the vertical and horizontal synchronization required by combined arms operations. All of the projects have analyzed functions, previously labeled "critical combat functions (CCFs)" and now labeled "battlefield functions (BFs)." The previous projects analyzed: all BFs performed by a heavy battalion task force; a sample of seven BFs performed by an armored brigade; and the integration of fire support BFs as performed by an armored brigade and at echelons higher than brigade. The research in this project analyzed BFs in the Command and Control BOS. Separate coordinated analyses of these BFs were performed for the armored brigade headquarters and four types of supporting units.

The analyses developed in the project have been used in the development of staff training in related projects within the ITTBBST program. In addition, U.S. Army Training and Doctrine Command (TRADOC) representatives have identified a variety of applications by TRADOC training and other developers as well as potentials for collective training management.

ZITA M. SIMUTIS  
Technical Director

## ACKNOWLEDGMENTS

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This analysis has benefited from considerable dedicated effort on the part of many persons. The efforts of a few of these many persons are specifically and gratefully acknowledged here. An especially key person was MG (Ret) Lon E. Maggart, Commanding General of the U.S. Army Armor Center (USAARMC). Prior to and during the conduct of this effort, he contributed greatly to definition of training needs and concepts in support of Force XXI. He saw that battlefield functional analyses could provide a valuable foundation for Force XXI training development efforts; hence, MG (Ret) Maggart strongly backed these efforts.

COL G. Patrick Ritter and LTC Marvin K. Decker, acting in accordance and agreement with MG (Ret) Maggart's vision, vigorously pursued battlefield function analysis efforts and persevered in ensuring their application to Force XXI training developments. COL Ritter, Director of Directorate of Training Development and Doctrine (DTDD) at USAARMC, and LTC Decker, Chief of DTDD's Force XXI Training Program office, ensured implementation of necessary actions, and the participation of military subject matter experts and potential users of function analysis products as needed to assure quality outcomes.

Among many participants in performing the analyses themselves, and validating their integrity and validity, were members of the Battle Command Training Program, U.S. Army Command and General Staff College, TRADOC Program Integration Office-Army Battle Command System, DTDD at USAARMC, Joint Readiness Training Center (JRTC), and Operations Group at the National Training Center (NTC). Final recommendations and approval of these analyses were provided by proponents and users constituting the Force XXI Review Council. Members of the Review Council included: COL G. Patrick Ritter and LTC Marvin K. Decker, USAARMC; LTC James R. Harrison, USAARMS; LTC Larry Newman, U.S. Army Air Defense Artillery School; LTC David M. Annen, U.S. Army Field Artillery School; COL Philip Federle, U.S. Army Engineer School; LTC Roger F. Murtie, National Training Center; LTC Gilbert Pearsall, Joint Readiness Training Center; COL Roger W. Jones, TRADOC Program Integration Office-Army Battle Command System; and COL Robert J. Fulcher, 29th Infantry Regiment.

The research for and preparation of this report benefited immeasurably from the assistance provided by members of the U.S. Army Research Institute. Specifically, the authors would like to acknowledge Ms. May Throne, a Consortium Research Fellow from the University of Louisville assigned to Fort Knox, and Ms. Lori Cracknell. Their never ending efforts to assist in the formal production of this report will not soon be forgotten.

Finally, a large debt of gratitude is owned to BG (Ret) Bill Mullen for guidance and support on this product. He provided the program management that ensured this product is well "synched" with past products as well as the Army of the future. His continual attention to details have provided the Army with a truly unique document.

**DIRECT AND LEAD UNITS DURING PREPARATION FOR THE BATTLE  
(BATTLEFIELD FUNCTION 19) AS ACCOMPLISHED BY A HEAVY BRIGADE VOLUME  
1: FUNCTION ANALYSIS**

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## OVERVIEW

The results of the Army Research Institute's (ARI) examination of battlefield functions (BFs) relevant to a brigade combat team's combined arms operations are in two volumes. Volume 1, Function Analysis, identifies and describes various components necessary to accomplish the function. The components were selected based on their relevance to a unit trainer's interests. Volume 2, Assessment Package, is an assessment aid. It describes performance measures based on the purpose, outcomes, and tasks supporting the outcomes identified in the Function Analysis (Volume 1).

This overview provides the user the necessary and relevant information concerning the analysis of BF 19, Direct and Lead Units During Preparation for the Battle, as performed by a heavy brigade. Participants and organizational structure identified in this analysis are based on table of organization and equipment (TO&E) 87042L100, dated 10/05/95. FM 71-3, January 1996, was used to identify special staff positions including those who may only situationally assigned (e.g., S5, aviation liaison officer, naval gunfire liaison officer).

This function analysis (FA), Direct and Lead Units During Preparation for the Battle (BF 19) is a product of the process of developing a training strategy for the brigade. It is the second of the three BFs (Plan, Prepare, Execute) which compose the command and control (C2) battlefield operating system (BOS). The analysis reflects tasks, participants, products, and processes required by the brigade to achieve the outcomes necessary for the commander to direct and lead his brigade as it prepares for battle.

A battlefield function is defined as processes or activities occurring over time that must be performed to accomplish a mission(s) or supporting critical tasks. It provides task integration, combined arms interaction, and inter-Battlefield Operating Systems (BOSs) linkages.<sup>1</sup>

Synchronization, the massing of the effects of combat power for the purpose and at the specific place and time chosen by the commander, starts in the planning phase (BF 18) when the brigade commander first visualizes and articulates his intent and concept of the operation to his staff and the brigade subordinate/supporting commanders. Synchronization continues into the preparation phase as the commander, staff and subordinate/supporting commanders focus their efforts on coordinating and preparing that combat power for employment by setting conditions in accordance with the commander's concept and intent during the execution phase. The effects of synchronization are seen in the execution phase (BF 20) with the massing of the effects of combat power in such a way to achieve the commander's intent and to frustrate the enemy commander's intent.

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<sup>1</sup> The term "Battlefield Function (BF)" was designated by the U.S. Army Training and Doctrine Command (TRADOC) in September 1996 to replace "Critical Combat Function (CCF)". At the same time, the term was redefined. TRADOC also renamed "task analysis" (TA) to "function analysis" (FA).

Synchronization of BFs provides commanders at tactical echelons with a definable outcome that materially affects the battle. Without this synchronization, it is doubtful that a commander's concept and intent will be achieved.

This analysis identifies the critical tasks and subtasks undertaken by the brigade commander, his staff, and the brigade subordinate/supporting commanders during the preparation phase of the battle. It reflects a continuation of the activities undertaken during the planning phase in BF 18 and describes the activities required to set the conditions to execute a successful brigade battle. For the purpose of this analysis, preparation for battle is depicted as beginning when the brigade operations order (OPORD) has been issued and understood and ending when the brigade initiates defensive or offensive operations against the enemy (e.g., line of departure [LD] time or enemy attack time).

The brigade commander must ensure that his staff and subordinate/supporting commanders provide him with information that allows him to update his estimate of the situation in the context of time-distance relationships and the capability to achieve the endstates envisioned as necessary to accomplish the brigade mission. The staff supports the brigade commander by collecting, evaluating, and communicating information and recommendations. The brigade commander also uses his staff to coordinate and supervise execution of his decisions. The brigade executive officer (Bde XO) manages time, ensures that information is shared throughout the staff, and identifies gaps in information or coordination which require additional staff effort.

The brigade commander continuously assesses the brigade's situation based on his knowledge of his unit's operations plan and changes to the situation since he approved the brigade OPORD. He appraises the information received through his command, control, communications, and intelligence (C3I) system and directly observes the brigade as it prepares for the mission. His visualization of the state of the brigade's preparation is largely the result of synthesizing what he sees and what others see and report to him about the brigade. He will never have all the facts; however, based on his assessment of new information and its impact on the concept and plan, he must make a decision to leave the plan as it is, refine it, or make radical changes to it. Decisions to leave the plan as it is require no additional measures. Decisions to refine the plan and concept must be implemented through the issuance of fragmentary orders (FRAGOs). In the event that the plan and concept must be altered in order to achieve the desired endstate and intent, the commander uses the military decision-making process (MDMP) to develop new plans. Such planning conducted in a time-constrained environment must be characterized by a fairly rapid process conducted primarily by the brigade commander.

Whatever his decision, the brigade commander must ensure that it is implemented. He achieves this through the efforts of his subordinate/supporting commanders and his staff, as well as through his own supervision. He directs the brigade during unit visits, backbriefs, and rehearsals to verify that his intent is understood, combat power is synchronized, and that all preparations support achieving his intent. The function analysis includes the leading and motivation of soldiers and units, both of which are vital components of battle command.

The tasks and subtasks identified in this analysis correspond closely with the tasks and subtasks identified in the analysis of BF 20 (Direct and Lead Units in Execution of Battle). This was necessary to integrate the decisions made and the actions taken to posture the brigade during the preparation phase with the decisions and actions inherent in the execution phase. This function analysis has also been structured to follow the "Blueprint of the Battlefield" (TRADOC Pam 11-9) as it relates to the command and control BOS at the tactical level.

The MDMP outlined in the 1993 publication of FM 101-5, Command and Control for Commanders and Staff "Draft," is the basis of the processes described in this function analysis. At the time of writing this analysis (August 1996), the Command and General Staff College, proponent for FM 101-5, Command and Control for Commanders and Staff, is in the process of rewriting the draft manual. Some changes are known. This function analysis recognizes the decision by the Commanding General, Combined Arms Center, that there is only one MDMP and that commanders in the field will have to modify the single process based on situation constraints. The authors have coordinated continuously with the Command and General Staff College to ensure that the doctrine reflected in this analysis is accurate and current. However, information reflected in the soon-to-be-published FM 101-5 (Spring 1997) will most likely require minor modification of this analysis. The currency of this analysis will also be affected by changes to unit capabilities such as the additional technology (e.g., information systems), now in different stages of fielding. The MDMP performed under time constraints has been addressed for each task. Although these procedures can be used under any planning circumstances, they most commonly would be used by the battalion commander and staff when time for planning is short (such as when faced with the need to issue a FRAGO during the battle). As will be seen, the portrayal of the performance of the MDMP under time constraints does not omit steps, but instead recommends procedures to reduce the time required to conduct planning.

This analysis also reflects current and emerging Army doctrine based on FM 71-3, The Armored and Mechanized Infantry Brigade, January 1996, and its portrayal of the decision-making process. The MDMP outlined in the 1993 publication of FM 101-5 "Draft" is the basis of the processes described in this function analysis. Planning associated with the development of a FRAGO is discussed in both BF 19, Direct and Lead the Battalion During Preparation for the Battle, and BF 20, Direct and Lead the Battalion During Execution of the Battle.

An effort was made to identify specific task titles taken directly from the appropriate Army Training and Evaluation Program - Mission Training Plan (ARTEP-MTP). The wording of each task in this analysis is sometimes a direct quote from MTP. Generally, the wording of the tasks is an integration of tasks and requirements derived from ARTEP-MTPs, applicable Field Manuals (FMs), and other related documents. Those tasks not taken from the ARTEP-MTPs are: a) derived titles that may apply only to a part of an ARTEP-MTP sub-task or some other element of the ARTEP-MTP; b) multiple sub-tasks from several different, but related ARTEP-MTP tasks; c) tasks that are not directly stated in the ARTEP-MTP, but are implied by other tasks or requirements in an applicable FM or other related document; d) tasks derived from Center for Army Lessons Learned publications; e) tasks developed during coordination visits with TRADOC proponent schools, U.

S. Army Forces Command (FORSCOM) units, and the Combat Training Centers; or f) performance requirements considered necessary based on experience of the analyst.



## PURPOSE AND OUTCOMES

This component identifies what the battlefield function (BF) is supposed to accomplish overall, which we term as the purpose. This component also identifies the endstates or bottom line results necessary to achieve the purpose, which we term outcomes. As a consequence, this component of the analysis defines the endstates that performance of the tasks will accomplish.

### PURPOSE

To provide command, leadership, and control of the brigade during the preparation phase to set the conditions to accomplish the brigade mission within the division and corps commanders' intents.

### OUTCOMES

1. Brigade command posts (CPs) maintain continuous communications with higher, adjacent, and subordinate headquarters.
2. The brigade commander, staff, and other key individuals within the heavy brigade receive, evaluate, and process timely and accurate information on the adherence to timelines and quality of battle preparation.
3. Tactically sound recommendations are developed and critical information is communicated by the heavy brigade staff and others within the brigade
4. Sound (feasible, suitable, acceptable) decisions are made by the brigade commander and others within the heavy brigade.
5. Affected units and personnel receive relevant changes and refinements to plans in time to perform troop leading procedures and required preparation.
6. Subordinate leaders demonstrate an understanding of the critical elements of their own mission and mission-essential tasks, the brigade mission, and the brigade commander's intent.
7. Soldiers and units are disciplined and motivated to accomplish the mission.

## FLOW CHARTS

This component provides a graphical/pictorial description of BF tasks as they are sequenced within the framework of tactical battle phases (e.g., planning, preparation, execution). The purposes of this component are: to describe the flow of tasks during each battle phase; to describe vertical task linkages (to higher and lower echelon units) and horizontal task linkages (to other BF tasks for the echelon being analyzed); and to depict information input and output which affect each task. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may overlap with preceding or subsequent tasks.

Each echelon is described by the echelon on the left of the flow chart; a horizontal line depicts the flow of tasks by sequence, reading left to right. The horizontal line for the echelon being analyzed is thicker than all other echelon horizontal lines.

Tasks from the BF task list are applied to the echelon line in the sequence in which they occur. The tasks are depicted in a task box. Inside and to the upper left of each task box is placed the task number of the appropriate task as listed in the task list.

The linkages of tasks, both vertically and horizontally, are depicted with lines. Arrowheads are placed on lines to depict linkages or interaction with other tasks. The linkage or interaction between these tasks is detailed in the task list.

Figure 1 illustrates the battalion (Bn) or battalion task force (Bn TF) task contributing to or otherwise supporting the brigade (Bde) task.

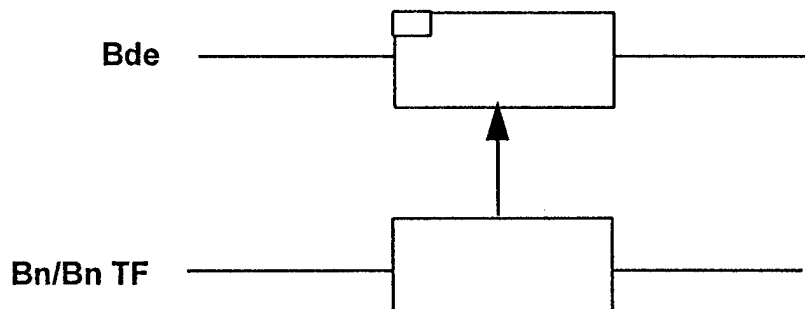


Figure 1. Depiction of a task contributing to the accomplishment of another task.

Lines with no arrowheads reflect a task and its subordinate (sub)tasks. Figure 2 illustrates this association.

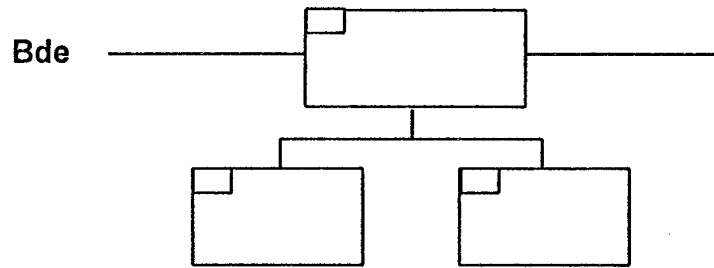


Figure 2. Depiction of the relationship between tasks and subtasks.

Inputs and/or outputs, as contained in the “Key Inputs and Outputs” component (section 5) of this BF function analysis (FA), are also reflected on the flow charts. The relevant input and/or output letter listed in the “Key Inputs and Outputs” component is listed in a box on the outside upper right of the task. Relevant information input for each task is depicted to demonstrate information which is required to perform the task; output information is that which is produced as a result of performing the task. Figure 3 illustrates how information input and output are depicted.

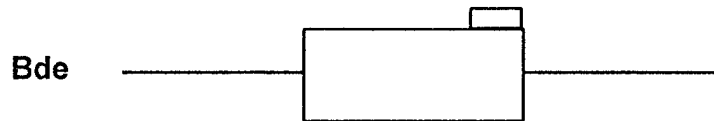
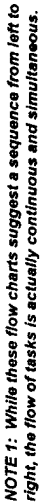


Figure 3. Depiction of placement of the box reflecting information input and output.



## TASK LINKAGES TO OTHER BFs/UNITS

This component links the tasks performed as a part of this function with the tasks performed in other BFs or by other units. The purpose of this component is to allow the trainer or training developer to incorporate related tasks and participants into a training exercise for this BF. Tasks which link to this analysis have been extrapolated for BFs/type units for which function analyses (FAs) may or may not have been accomplished. For tasks extrapolated from published BF FAs, the task number is provided.

### TASKS

1. **The Bde command posts and staff manage and maintain command, control, and communications.**

### LINKS TO OTHER BFs/UNITS

Signal Bn BF 19, Task

- The division signal Bn establishes the division area communications system.

TF BF 25, Task 27; Bde BF 25, Task

- The TFs conduct counterreconnaissance activities in support of the Bde.

Engr Bn BF 24, Task

- The engineer (Engr) Bn provides survivability position construction support for Bde CPs.

ADA BF 16, Task

- The air defense (AD) battery (Btry) provides AD in support of the Bde Cps.

ADA BF 16, Task

- The AD Bn operates the area AD division early warning system.

Div Artillery BF 19, Task

- The division artillery (DIVARTY) operations and training officer (S3) section establishes digital communications with all subordinate and supporting units and provides access to DIVARTY and fire support element (FSE) targeting files and support.

Div Artillery BF 15, Task

- The DIVARTY conducts counterfire operations.

## Task Linkages to Other BFs/Units for Brigade BF 19

### Div BF 11, Task

- The division conducts psychological operations (PSYOP).

### Div BF 26, Task

- The division conducts deception operations.

### Bde BF 25, Task

- The Bde provides operational security (OPSEC).

### Bde BF 1, Task 6.a.7.

- The brigade intelligence officer (S2) coordinates with the direct support (DS) military intelligence (MI) company's (Co) counter-intelligence (CI) team to conduct an analysis of the brigades' critical tactical capabilities to determine the brigades' vulnerabilities.

### TF BF 19, Task 1

- The TF CPs and staff manage and maintain command, control, and communications (C3).

2. **The Bde command posts and staff support synchronization by acquiring, evaluating, and communicating information and maintaining status.**

### DS FA Bn BF 19, Task 1

- The FA Bn CPs and staff manage and maintain C3.

### FSB BF 19, Task 1

- The forward support battalion (FSB) CPs and staff manage and maintain C3.

### Engr Bn BF 19, Task 1

- The Engr Bn CPs and staff manage and maintain C3.

### Bde BF 10, Task

- The combat electronic warfare intelligence (CEWI) Bn conducts electronic warfare (EW) operations.

## Task Linkages to Other BFs/Units for Brigade BF 19

### Bde BF 2, Task

- The DS MI Co Cdr establishes all source analysis system (ASAS) in support of the Bde S2.

### Bde BF 18, 1.b.4.

- The Bde dispatches liaison officers (LNOs) to adjacent maneuver Bdes.
- Adjacent maneuver brigades dispatch LNOs to the brigade.

### Div BF 36, Task

- The division establishes civil military operations (CMO) centers.

### Div BF 19, Task ; Div BF 4, Task

- The Division updates its intelligence preparation of the battlefield (IPB) and disseminates current intelligence analysis and combat information to the brigade.

### TF BF 19, Task 2

- The TF CPs and staff acquire, evaluate, and communicate in support of synchronizing the brigade battle.

### Engr Bn BF 19, Task 2.

- The Engr Bn CPs and staff acquire, evaluate and communicate information in support of synchronizing the brigade battle.

### DS FA Bn BF 19, Task 2.

- The DS FA Bn CPs and staff acquire, evaluate and communicate information in support of synchronizing the Bde battle.

### FSB BF 19, Task 2.

- The FSB CPs and staff acquire, evaluate and communicate information in support of synchronizing the Bde battle.

## Task Linkages to Other BFs/Units for Brigade BF 19

- The FSB CPs and staff acquire, evaluate and communicate information in support of synchronizing the Bde battle.
- Bde BF 15, Task 16.
  - The brigade targeting team updates products.
- 3. **The Bde commander visualizes the battlefield.**
  - TF BF 19, Task 3.
    - The TF commander (Cdr) visualizes the battlefield.
  - DS FA Bn BF 19, Task 3
    - The FA Bn Cdr visualizes the battlefield.
  - Engr Bn BF 19, Task 3
    - The Engr Bn Cdr visualizes the battlefield.
  - FSB BF 19, Task 3
    - The FSB Cdr visualizes the battlefield.
  - TF BF 2, Task 3.
    - The TFs of the Bde conduct reconnaissance and security activities in support of the brigade.
  - Div BF 19, Task.
    - The division conducts a fragmentary order (FRAGO) briefing.
    - The division commander provides guidance on follow-on missions and future operations to major subordinate Cdrs.
- 4. **The Bde commander directs changes to the operation or plan.**
  - TF BF 19, Task 4.
    - TF Cdrs attend the Bde FRAGO briefing.
    - TF Cdrs direct changes to the operation or plan.
    - TF Cdrs issue FRAGOs.



## Task Linkages to Other BFs/Units for Brigade BF 19

### DS FA Battalion BF 19, Task 4.

- The DS FA Bn Cdr attends the Bde FRAGO briefing.
- The DS FA Bn Cdr directs changes to the operation or plan.
- The DS FA Bn Cdr issues FRAGO.

### Engr Bn BF 19, Task 4.

- The Engr Bn Cdr attends the Bde FRAGO briefing.
- The Engr Bn Cdr directs changes to the operation or plan.
- The Engr Bn Cdr issues FRAGO.

### FSB BF 19, Task 4.

- The FSB Cdr attends the Bde FRAGO briefing.
- The FSB Cdr directs changes to the operation or plan.
- The FSB Cdr issues FRAGO.

### Brigade BF 15, Task 19.

- The Bde targeting team performs fire support (FS) planning to support the FRAGO.

## 5. **The Bde commander directs and leads subordinate forces.**

### Div BF 19, Task.

- The division (Div) Cdr conducts briefbacks with major subordinate command (MSC) Cdrs.
- The Div conducts a rehearsal.
- The DS FA Bn Cdr attends the Div rehearsal.
- The Engr Bn Cdr attends the Div rehearsal.
- The FSB Cdr attends the Div rehearsal.
- The TF Cdrs attend the Div rehearsal.

### TF BF 19, Task 5.

- The TF Cdrs conduct backbriefs with the Bde Cdr.
- The Bde TF Cdrs participate in the

## Task Linkages to Other BFs/Units for Brigade BF 19

- Bde rehearsals.  
The TF Cdrs direct and lead subordinate forces.

### DS FA Bn BF 19, Task 5.

- The DS FA Bn Cdr participates in the Bde rehearsal.
- The DS FA Bn Cdr directs and leads subordinate forces.

### Engr Bn BF 19, Task 5.

- The Engr Bn Cdr participates in the Bde rehearsal.
- The Engr Bn Cdr directs and leads subordinate forces.

### FSB BF 19, Task 5.

- The FSB Cdr participates in the Bde rehearsal.
- The FSB Cdr directs and leads subordinate forces.

## KEY PARTICIPANTS BY TASK

This component identifies the training audience for training events for the related tasks. It is based on the appropriate echelon/type unit table of organization and equipment (TO&E) and includes special staff (as per appropriate doctrinal reference) critical for the task accomplishment. The purpose of this component is to help commanders and trainers to identify the training audience required for a training event.

### TASKS

1. **The brigade command posts and staff manage and maintain command, control, and communications.**

### PARTICIPANTS

Bde Cdr, Bde executive officer (XO), Bde adjutant/personnel (S1) section, Bde S2 section, Bde DS MI Company Cdr, Bde S3 section, Bde supply/logistics (S4) section, Bde civil-military operations (S5) section, fire support coordinator (FSCOORD), Bde fire support officer (FSO), Bde FSE, Bde engineer/assistant brigade engineer (ABE)/engineer section, Bde signal officer (Bde SO), Bde signal support section, Bde chemical officer (CMLO)/nuclear, biological, and chemical (NBC) section, FSB Cdr/support operations section, Bde Surgeon, Bde air liaison officer (ALO), Bde air officer (ANGLICO), Bde aviation liaison officer (AVLO), Bde naval gunfire liaison officer (NGLO), Bde air defense officer (ADO), Bde military police (MP) platoon (plt) leader (ldr), Bde headquarters and headquarters company (HHC) Cdr, TF and supporting units' Cdrs, CPs, and staffs, unit LNOs, and Bde Battle Captain.

2. **The brigade command posts and staff support synchronization by acquiring, evaluating, and communicating information and maintaining status.**

Bde Cdr, Bde command sergeant major (CSM), Bde XO, Bde S1 section, Bde S2 section, Bde DS MI Co, Bde S3 section, Bde S4 section, Bde S5 section, Bde FSCOORD, Bde FSO, Bde FSE, Bde Engr, Bde ABE, Bde engr section, Bde signal officer (SO), Bde signal support section, Bde CMLO, Bde NBC section, FSB Cdr, FSB support operations section, Bde surgeon, Bde ALO, Bde air officer (ANGLICO), Bde AVLO, Bde NGLO, Bde ADO, Bde MP platoon leader, Bde HHC Cdr, TF and supporting

## Key Participants by Task for Brigade BF 19

units' Cdrs and staffs.

- |    |  |   |
|----|--|---|
| 3. | <b>The brigade commander visualizes the battlefield.</b>               | Bde Cdr, Bde XO, Bde staff officers and sections (S1, S2, S3, S4, and S5), Bde signal support section, Bde NBC section, Bde FSCoord/FSO/FSE section, Bde Engr/ABE/engineer section, FSB Cdr, Bde ALO, Bde AVLO, Bde ADO, and TF Cdrs. |
| 4. | <b>The brigade commander directs changes to the operation or plan.</b> | Bde Cdr, Bde XO, Bde staff officers and sections (S1, S2, S3, S4, and S5), Bde FSCoord/FSO/FSE section, Engr/ABE/Engineer section, Bde ALO, Bde AVLO, Bde signal support section, Bde NBC section, Bde ADO.                           |
| 5. | <b>The brigade commander directs and leads subordinate forces.</b>     | Bde Cdr, Bde CSM, Bde XO, Bde S3, Bde S3/Air, Bde S2, Bde S4, Bde S1, Bde FSCoord, Bde FSO, Bde Engr, Bde ALO, Bde air officer (ANGLICO), Bde AVLO, Bde NGLO, Bde ADO, TF Cdrs with their XOs, S3s, and FSOs.                         |

## KEY INPUTS AND OUTPUTS

This component identifies critical input information required by participants to successfully accomplish the BF. Where information results from the performance of the BF tasks, BF information output will be identified. One BF's information output normally is provided as another BF's input. Critical input and output information is organized by the specific part of the doctrinal product or the means used to communicate the information. The orders' content reflected below is based on information obtained during the revision of the 1993 draft of FM 101-5. The orders outlines have been expanded to facilitate development of material to support unit training. The source of critical information identified is specific only to the BF echelon and function being analyzed, and is not intended to reflect all the information the product may contain. The purpose of this component is to identify information required to drive a training exercise for this BF and to establish standards for measuring the performance of BF tasks resulting in information output.

### KEY INPUTS

#### D - 1 DIVISION WARNING ORDER (WARNO)

##### a. HEADING

- 1) References: maps, charts, and other relevant documents.
- 2) Time zone used throughout the order.
- 3) Task organization.

##### b. SITUATION

- 1) Enemy forces. Include significant changes of information.
- 2) Friendly forces.
  - a) Corps mission.
  - b) Corps commander's intent.
  - c) Corps concept of operation.
  - d) Missions of units to the immediate left and right of the division.
  - e) Missions of other units with a significant bearing on the division.
- 3) Attachments and detachments.

c. MISSION of the division

d. EXECUTION

Intent of the division commander (if available).

- 1) Concept of operation (when available).
- 2) Tasks to maneuver units (when available).
  - a) Tasks to units for execution.
  - b) Movement to be initiate (time).
  - c) Reconnaissance to be initiated (time).
  - b) Security to be in place (time).
- 3) Tasks to combat support units (when available).
- 4) Coordinating instructions.
  - a) Commander's critical information requirements (CCIR).
  - b) Risk guidance.
  - c) Deception guidance.
  - d) Timeline.
  - e) Guidance on orders and rehearsals.
  - g) Orders group meeting (attendees, location, and time) (when applicable).
  - h) Earliest time of movement and amount of notice.

e. SERVICE SUPPORT

- 1) Special equipment: Identify requirements and coordinate transfer to using units.

- 2) Transportation: Identify requirements and coordinate for prepositioning of assets.

f. COMMAND AND SIGNAL

- 1) Command. Chain of command if different from division standing operating procedures (SOP).
- 2) Signal. Identify current signal operating instructions (SOI) and prepositioning of assets to support the operation.

- g. ACKNOWLEDGE (Statement directing acknowledgment of receipt and understanding.)

**D - 2 DIVISION OPERATIONS ORDER (OPORD)**

a. HEADING

- 1) References. (Maps, charts, DATUM, and other related documents needed to understand the order).
- 2) Task Organization.

b. SITUATION

- 1) Enemy forces.
  - a) Description of the enemy to brigade level.
  - b) Enemy most probable COA.
  - c) Enemy most dangerous (to the division) COA.
  - d) Assessment of terrorist activities directed against the division.
- 2) Friendly forces.
  - a) Echelons above corps (EAC) mission.
  - b) EAC commander's intent.
  - c) EAC concept of operation.
  - d) Corps mission.

- e) Corps commander's intent.
- f) Corps concept of operation.
- g) Missions of units to the immediate left and right of the division.
- h) Missions of other units with a significant bearing on the division.

3) Attachments and detachments.

c. MISSION

d. EXECUTION

Intent of the division commander.

1) Concept of operation (by phase if required).

- a) Maneuver.
- b) Fire Support.
  - (1) Main effort.
  - (2) Priority of fires.
- c) Mobility and Survivability.
  - (1) Priority of support.
  - (2) Priority of mobility and survivability assets as appropriate for general support (GS) units.
  - (3) Designation of authority to emplace obstacles.
- d) Air Defense.
  - (1) Priority of air defense.
  - (2) AD weapons status.



- (3) AD warning status.
- e) Command and Control Warfare (C2W).
- 2) Tasks to maneuver units.
  - a) Infantry.
  - b) Armor.
  - c) Cavalry.
  - d) Aviation.
- 3) Tasks to combat support units.
  - a) Fires.
    - (1) Air support.
      - (a) Close air support (CAS) sorties allocation.
      - (b) Tactical air reconnaissance sorties allocation.
    - (2) Chemical support. (Priorities of reconnaissance, decontamination, and smoke.)
    - (3) Field artillery support.
      - (a) General. (Priorities for counterfire or interdiction.)
      - (b) Organization for combat.
    - (4) Naval surface fires (NSF).
    - (5) Fire support coordinating instructions.
  - b) Mobility and Survivability.
    - (1) Engineer (and engineer overlay).
    - (2) Nuclear, biological, and chemical (NBC) operations.

- c) Air Defense.
  - (1) Organization for combat.
  - (2) Missions.
  - (3) Priorities for protection.
- d) C2W.
  - (1) Functional and support roles of attached MI units.
  - (2) Deception.
  - (3) Electronic warfare (EW).
  - (4) Psychological warfare.
  - (5) Unmanned aerial vehicle (UAV).
- 4) Coordinating instructions.
  - a) Time or condition when the division OPORD becomes effective.
  - b) CCIR
    - (1) Priority intelligence requirements (PIR) (if not addressed in Annex B [Intelligence]).
    - (2) Essential elements of friendly information (EEFI) (if not addressed in Annex B [Intelligence]).
    - (3) Friendly forces information requirements (FFIR) (if not addressed in Annex B [Intelligence]).
  - c) Risk reduction control measures.
    - (1) Antiterrorist actions.
    - (2) Mission-oriented protective posture (MOPP).
    - (3) Operational exposure guidance (OEG).

- (4) Vehicle recognition signals.
  - (5) Fratricide prevention measures.
  - d) Rules of engagement (ROE).
  - e) Environmental considerations.
  - f) Any other coordinating instructions or additional instructions
- e. SERVICE SUPPORT
  - 1) Support concept.
    - a) Synopsis of the division support command (DISCOM) mission.
    - b) DISCOM headquarters and/or division support area locations.
    - c) The corps support command (COSCOM) support priorities and where the division fits into those priorities.
    - d) The division commander's priorities of support.
    - e) COSCOM units supporting the division.
    - f) Significant and/or unusual combat service support (CSS) issues that might impact the overall division operation.
    - g) Any significant CSS risks.
    - h) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.
  - 2) Material and services.
  - 3) Medical evacuation (MEDEVAC) and hospitalization.
  - 4) Personnel.
  - 5) Civil-military operations (CMO).
  - 6) Miscellaneous.

f. COMMAND AND SIGNAL

1) Command.

- a) Map coordinates for division CP locations.
- b) Chain of command if different from division SOP.

2) Signal.

- a) Signal instructions.
- b) Identification of current SOI.
- c) Required division reports, formats, and times due (if different from tactical standing operating procedures (TSOP)).

g. ACKNOWLEDGE

h. ANNEXES:

1) A-Task organization.

2) B-Intelligence.

a) SITUATION

(1) Enemy.

- (a) Terrain.
- (b) Weather.
- (c) Enemy capabilities and/or activities.

- 1 Known and templated locations and activities of enemy units to brigade level.
- 2 Significant enemy maneuver and other functional area capabilities that impact on accomplishment of division functions.

## Key Inputs and Outputs for Brigade BF 19

- 3 Expected employment of enemy assets based on most probable enemy course of action.

(2) Friendly situation.

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Concept of intelligence support to support the overall division operation.

(2) Tasks to subordinate units. (Detailed intelligence acquisition tasks by unit.)

(3) Multidisciplined counterintelligence (CI). (Special operational instructions having CI aspects.)

(4) Coordinating instructions.

(a) Intelligence requirements and their priority.

(b) Intelligence acquisition.

1 Requests to corps, EAC, adjacent, and cooperating units (for intelligence information).

2 Requests for information from other units not organic or attached.

(c) Measures for handling personnel, documents, and material.

1 Enemy prisoners of war (EPW), deserters, repatriates, civilian inhabitants of area, and other persons.

a Special handling and segregation instructions.

- b Location of EPW collection points.
- 2 Captured documents. (Special instructions for handling and processing from time of capture to receipt by specified division intelligence personnel [if different from TSOP].)
- 3 Captured material. (Specially designated items or categories of enemy material required for examination; specific instructions for their processing and disposition [if different from TSOP].)
- (d) Documents or equipment required.  
(Description of the conditions under which subordinate units can obtain or request documents or equipment, such as air photographs and maps [if different from TSOP].)
- (e) Distribution of intelligence products.
  - 1 Periods that routine reports and distribution cover.
  - 2 Distribution of special intelligence products.
- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL
- f) APPENDICES:
  - (1) Appendix 1 - Intelligence Estimate.  
Tab 1 Situation Overlay.
  - (2) Appendix 2 - Reconnaissance and Surveillance.

- (3) Appendix 3 - Signals Intelligence.
- (4) Appendix 4 - Multidisciplined CI Estimate.
- 3) C-Operation Overlay
- 4) D-Fire Support
  - a) SITUATION
    - (1) Enemy.
      - (a) Description of enemy fire support and AD assets up to corps and down to battalion.
      - (b) Enemy capabilities and/or activities.
        - 1 Enemy rocket, cannon, and missile artillery.
        - 2 Numbers of possible enemy CAS and attack helicopter sorties by day.
        - 3 Number, type, yield, and delivery means of enemy NBC weapons available to the committed force.
    - (2) Friendly situation.
      - (a) Corps concept of fires.
      - (b) Adjacent units' concepts of fires.
      - (c) Supporting air and naval forces.
    - (3) Attachments and detachments.
  - b) MISSION
  - c) EXECUTION
    - (1) Concept of fires to support the division commander's concept and priority of fire support.
    - (2) Air support.

## Key Inputs and Outputs for Brigade BF 19

- (a) Division commander's intent for use of air power.
  - (b) Air interdiction (AI) operations.
  - (c) CAS operations.
  - (d) Electronic combat (EC) operations.
  - (e) Reconnaissance and surveillance (R&S) operations.
  - (f) Miscellaneous.
    - 1 Air tasking order (ATO) effective time period.
    - 2 Deadlines for submission of AI, CAS, R&S, and EC requests.
    - 3 Mission request numbering system as it relates to the target numbering system.
    - 4 JSEAD taskings.
    - 5 Essential A2C2 measures.
- (3) Field artillery support.
- (a) Concept for use of cannon, rocket, and missile artillery in support of close, deep, and rear operations.
  - (b) Artillery organization for combat.
  - (c) Allocation of ammunition.
  - (d) Miscellaneous.
    - 1 Changes to the targeting numbering system.



## Key Inputs and Outputs for Brigade BF 19

- 2      Use of pulse repetition frequency (PRF) codes.
    - 3      Positioning restrictions.
- (4)    NSF.
  - (a)    Concept for use of NSF support.
  - (b)    NSF organization and relationships of ship to units (DS, GS).
  - (c)    Miscellaneous.
    - 1      Trajectory limitations or minimum safe distances.
    - 2      Frequency allocations.
- (5)    Chemical support.
- (6)    Offensive EW support. (Concept for use of EW [jamming] in close and deep operations.)
- (7)    Target acquisition.
  - (a)    Employment and allocation of FA target-acquisition systems and IEW assets.
  - (b)    Specific target-acquisition tasks, the observation matrix, fire support execution matrix, and radar deployment order.
- (8)    Coordinating instructions.
  - (a)    Deep operations boundary.
  - (b)    Targeting products.
    - 1      Target-selection standards matrix.
    - 2      High-payoff target list (HPTL).
    - 3      Attack-guidance matrix (AGM).

- (c) Fire support coordination measures (FSCMs).
    - (d) Time of execution of program of fires relative to H-Hour.
    - (e) ROE.
  - d) SERVICE SUPPORT
    - (1) Location of ammunition transfer points (ATPs) and ammunition supply points (ASPs).
    - (2) Controlled supply rate (CSR).
  - e) COMMAND AND SIGNAL
  - f) APPENDICES:
    - (1) Appendix 1 - Air Support.
    - (2) Appendix 2 - Field Artillery.
    - (3) Appendix 3 - Naval Surface Fires.
- 5) E-Mobility and Survivability
  - a) SITUATION
    - (1) Enemy.
      - (a) Terrain.
      - (b) Weather.
      - (c) Enemy engineer capabilities and/or activities.
        - 1 Known and templated locations and activities of enemy engineer units to battalion level.
        - 2 Significant enemy maneuver and engineer capabilities that impact division engineer operations.

- 3 Expected employment of enemy engineer assets based on most probable enemy course of action.

- (2) Friendly situation.
- (3) Attachments and detachments.

b) MISSION

c) EXECUTION

- (1) Scheme of mobility and survivability operations to support the overall division operation, by phase and in priority.
- (2) Tasks to subordinate units.
- (3) Coordinating instructions.
  - (a) ROE for engineer units.
  - (b) Reference to supporting appendices.

d) SERVICE SUPPORT

- (1) Command-regulated classes of supply.
- (2) Supply distribution plan.
- (3) Transportation.
- (4) Combat health support (CHS).
- (5) Host nation (HN).
  - (a) Type, location, facilities, assets, and support available.
  - (b) Procedures for requesting and acquiring HN support.
  - (c) Limitations and restrictions on HN support.

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1 - Engineer.

(a) Scheme of engineer operations to support the overall division operation. The engineer main effort by mission and unit for each phase of the operation. Corps level missions that impact the division.

1 Obstacles. (The details of the countermobility effort. Identification of obstacle belts to support division deep, close, and rear operations. Identification, prioritization, and assignment of responsibilities for corps and division directed and reserve targets execution criteria for reserve targets.)

2 Situational obstacles. (Concept for employing situational obstacles to support the division plan. Division planned and executed obstacles. Division planned and brigade executed obstacles. Division resourced and brigade planned and executed obstacles. Criteria for each type of obstacle with designation of HQ maintaining authority to use scatterable mines [SCATMINES]; restrictions on duration [by belt].)

(b) Tasks to subordinate units.

(c) Coordinating instructions.

1 Times or events at which obstacle belts become effective.

2 Division PIR to be considered by subordinate engineer staffs and that PIR must be reported.

## Key Inputs and Outputs for Brigade BF 19

- 3 Mission reports required.
    - 4 Explanation of engineer work lines.
  - (d) SERVICE SUPPORT
  - (e) COMMAND AND SIGNAL
- (2) Appendix 2 - Environmental Considerations.
  - (a) Operational effect on environment versus military advantage.
  - (b) Coordinating instructions.
    - 1 Certification of local water sources.
    - 2 Solid waste and liquid waste management.
    - 3 Medical waste.
    - 4 Hazardous waste management.
    - 5 Flora and fauna protection.
    - 6 Archeological and historical preservation.
  - (d) SERVICE SUPPORT
  - (e) COMMAND AND SIGNAL.  
(Responsibility for initial environmental considerations guidance. Point of contact, for processing requested waivers to environmental governing standards, responsibility for coordinating and issuing guidance on disposal of hazardous material and wastes.)
- (3) Appendix 3 - Nuclear, Biological, and Chemical (NBC) Operations.
  - (a) Scheme of NBC defense operations to support the overall division operation.

- (b) Tasks to subordinate units.
- (c) Coordinating instructions.
  - 1 MOPP level guidance.
  - 2 Automatic masking criteria.
  - 3 Troop safety criteria.
  - 4 Decontamination site locations.
  - 5 Medical facilities and locations for treating chemical casualties.
  - 6 Turn-in points for chemical/biological samples.
  - 7 List of civilian and military facilities whose destruction could create militarily significant NBC hazards.
  - 8 OEG guidance (if applicable).
  - 9 Procedures for limiting electromagnetic pulse (EMP) effects.
- (d) SERVICE SUPPORT  
(Procedures for handling contaminated casualties. Information on availability and locations of field expedient decontamination supplies, materials, and decontaminants.)
- (e) COMMAND AND SIGNAL  
(NBC warning and reporting system.)
- (f) Tabs:
  - 1 Tab 1- NBC Defense.
  - 2 Tab 2 - Smoke operations.

6) F-Air Defense

a) SITUATION

(1) Enemy.

(a) Terrain. Most likely routes of enemy ingress and egress.

(b) Weather.

(c) Enemy air capabilities and/or activities.

1 Air threat data. (Air-capable enemy organizations including platforms by number and type. Enemy aircraft with all weather capabilities and limitations.)

2 Additional air threat information. (Air threat information not covered in the intelligence annex. Specific air threat considerations: sortie rate, subordination of air elements to ground units, ordnance peculiarities, target preferences, tactics, and recent significant activities.)

3 Pattern of use of air avenues of approach.

(2) Friendly situation. (Description of how the air defense plan integrates with division plans.)

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Scheme of ADA support to the overall division operation. (Includes the division commanders intent, objectives, and priorities.)

- (2) Tasks to subordinate units. (Command and support relationships and priority of protection.)
- (3) Coordinating instructions.
  - (a) Air defense warning (ADW) and ADW authority.
  - (b) SOR plan.
  - (c) Weapons control status (WCS) and WCS authority.
  - (d) Hostile criteria.
  - (e) ROE.
  - (f) Passive air defense.
  - (g) Combined arms for air defense.
  - (h) Early warning.
- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL  
(identification, friend, or foe [IFF] code edition and book number.)
- 7) G-Command and Control Warfare (C2W)
  - a) SITUATION
  - b) MISSION
  - c) EXECUTION
    - (1) Scheme of support for C2W to the overall division operation.
      - (a) Military deception.
      - (b) EW.



- (c) OPSEC.
  - (d) PSYOP.
  - (e) Physical destruction.
  - (2) C2W tasks. (Exercise of coordinating authority for C2W operations. Division commander's C2W objectives and guidelines for accomplishment. Joint restricted fires list [JRFL] to support operations.)
- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL
- f) APPENDICES:
  - (1) Appendix 1 - Electronic Warfare.
  - (2) Appendix 2 - Operations Security.
  - (3) Appendix 3 - Deception.
  - (4) Appendix 4 - PSYOP.
- 8) H-Signal Operations (SO)
  - a) SITUATION
    - (1) Enemy.
      - (a) Terrain. (All critical aspects that will impact on employment of C2 communications systems.)
      - (b) Enemy capabilities and/or activities. (Significant enemy EW capabilities that impact C2 systems.)
    - (2) Friendly situation. (Primary communications gateways providing connectivity to corps, brigades and adjacent units. Critical communications measures required to counter expected enemy EW capabilities and protect C2 systems. External

communication assets that will augment the division signal support.)

- b) MISSION
  - c) EXECUTION
    - (1) Concept of signal support to support the overall division operation. (Primary and back-up systems supporting critical C2 networks. Plan for extending C2 systems through each phase of the division operation. Critical links between tactical and strategic communications systems [if applicable]. Signal support priorities.)
    - (2) Tasks to subordinate units. (Tasks to specific maneuver and signal support units not contained in the five paragraphs of the division OPORD. Detailed ABCS control procedures.)
    - (3) Coordinating instructions. (Key times or events critical to information system and network control procedures.)
  - d) SERVICE SUPPORT
  - e) COMMAND AND SIGNAL  
(C2 systems control [SYSCON] hierarchy for common user network. Local area network [LAN] control procedures for network administration and/or management.)
- 9) I-Provost Marshal (PM)
- a) SITUATION
  - b) MISSION
  - c) EXECUTION
    - (1) Scheme of provost marshal operations to support the overall division operation.
      - (a) Maneuver and mobility support. (Battlefield circulation control [BCC] plan. Route R&S.

Main supply route [MSR] traffic control.  
Straggler control. Refugee control.  
Intelligence collecting and reporting.)

- (b) Area security. (Rear area protection plan, to include base defense. Security of critical assets. Base response force [Levels I, II, III]. Counterincursion. Air ground defense. Terrorism counteraction. Area damage control [ADC]. NBC detection and reporting.)
- (c) Internment and resettlement operations. EPW holding areas. EPW operations.
- (e) Law and order operations. (Maintenance of law and order in rear area forward to maneuver units' rear boundaries).

(2) Tasks to subordinate units.

(3) Coordinating instructions. (Refer to Annex K [Rear Operations]. Coordination/cooperation among adjacent and other units. Civilian HN agencies which are required to complete the mission. Actions pertaining to rear area force protection that expand or differ from the division TSOP.)

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

10) J-Civil-Military Operations

- a) Scheme of operation for civil-military support to the overall division operation.
- b) Tasks to subordinate units.
- c) Coordinating instructions.
- d) Signal. (Reporting functions for units and CMO activities. Special operations forces [SOF] [if appropriate] specific communications procedures to support CMO.)

11) K-Rear Operations

a) SITUATION

b) MISSION

c) EXECUTION

(1) Scheme of rear area operations to support the overall division operation. (Support for the brigade deep, and close operations by executing rear operations.)

(a) Terrain management.

(b) Security. (tactical combat force (TCF), response force, and reaction force. Counterreconnaissance plan. CI tasks to assist in threat reduction, location, and identification. Plan for integrating HN, multinational, or joint forces support.)

(c) Sustainment. (Monitoring of sustainment operations within the division. Identify positioning of support assets and critical CSS facilities and movements that require priority protection. Plan for establishment of forward supply points.)

(d) Movements. (Monitoring of administrative and tactical movements in the rear area. Identification critical choke points that require sustained engineer support. Plan for routing of sustainment on MSRs to ensure no interference with movement of tactical units. Plan for tracking of all units moving through the rear area.)

(2) Tasks to subordinate units.

(a) Tactical combat force.

- (b) Military police. Response force.  
(Establishment of traffic control points [TCPs].)
      - (c) Base/base clusters. Reaction force.  
(Establishment of listening posts (LP)/observation posts (Ops). Patrols.)
    - (3) Coordinating instructions. (Establishment of operations centers. Reaction forces. Liaison with the rear CP. Terrain management, coordination. Base defense plans.)
  - d) SERVICE SUPPORT
  - e) COMMAND AND SIGNAL  
(Location of rear operations commander. Chain of command for the rear CP. Base and base cluster commanders and chain of command. Deconfliction of chain of command with chain of support. Alternate rear CP location.)
- 12) L-Service Support.
- a) SITUATION (see base OPORD)
  - b) MISSION (see base OPORD)
  - c) EXECUTION
    - (1) Scheme of service support operations to support the overall division operation.
    - (2) Tasks to subordinate units.
    - (3) Coordinating instructions.
  - d) SERVICE SUPPORT
    - (1) Material and Services.
      - (a) Supply. (Information by class of supply. Supply cycle [as appropriate] plan and procedures by class of supply.)

- (b) Transportation. (Land, sea, and air [as applicable]. Facility locations, traffic control, regulation measures, MSRs and alternate supply routes (ASRs), transportation critical shortages, and essential data not provided elsewhere.)
    - 1 Road movement table.
    - 2 Traffic circulation.
  - (c) Services. (Construction. Clothing exchange and bath [CEB] and laundry. Mortuary affairs. Identification of services available; designation and location of units providing services.)
  - (d) Labor.
  - (e) Maintenance. (Aircraft, ground vehicle and other equipment and watercraft maintenance. Priority of maintenance, location of facilities and collecting points, repair time limits at each level of maintenance, and evacuation procedures.)
- (2) MEDEVAC. (Evacuation. Hospitalization. Plan for collection, medical treatment, MEDEVAC policy, and hospitalization of sick, injured, or wounded US and joint forces soldiers, EPW, and civilians [as appropriate]. Requirements for CHS logistics, combat stress management, preventive medicine, dental services, and veterinary services.)
  - (3) Personnel. (Unit strength maintenance. Morale. Plans for unit strength maintenance, personnel management, morale development and maintenance, discipline, law and order, headquarters management, and religious support.)
  - (4) Civil-military cooperation. (if not addressed in Annex J, [Civil-Military Operations]).
- e) COMMAND AND SIGNAL

f) APPENDICES:

- (1) Appendix 1 - Service Support Matrix.
- (2) Appendix 2 - Service Support Overlay.
- (3) Appendix 3 - Traffic Circulation and Control.

Tab 1 Traffic Circulation (Overlay).

Tab 2 Road Movement Table.

- (4) Appendix 4 - Personnel.
- (5) Appendix 5 - Legal.

Tab 1 ROE

- (6) Appendix 6 - Religious Support.

13) M-Army Airspace Command and Control (A2C2)

a) SITUATION

- (1) Enemy capability and activity. (Known and templated enemy ADA locations and enemy air corridors. Significant enemy maneuver capabilities that affect A2C2 operations such as radio combat capabilities.)
- (2) Friendly situation. (Additional airspace users including Air Force, Navy, Marine, allies, coalition forces. ADA, FA, and UAV that affect the division scheme of maneuver.)

b) MISSION

c) EXECUTION

- (1) Concept of A2C2 support to the overall division operation.
- (2) Tasks to subordinate units.

(3) Coordinating instructions.

- (a) All ADA warnings, WCS, and ROE.
- (b) Rules for in-flight procedures if different from the aviation procedures guide.
- (c) Description of liaison procedures.
- (d) Hostile and friendly aircraft in the division area of interest.
- (e) Routes and corridors (minimum risk routes, low level transit routes [LLTRs], standard use routes, UAV operating areas, restricted operations zones [ROZs], air forces' routes, coordination requirements).
- (f) Fire support coordination measures that affect airspace users.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

i. DISTRIBUTION

**D - 3 DIVISION TACTICAL STANDARD OPERATING PROCEDURE (TSOP).**

- a. Battle command procedures.
- b. Control procedures.
- c. Tactical movements procedures.
- d. Assembly area occupation procedures.
- e. Other tactical operations procedures.
- f. Air defense procedures.
- g. A2C2 procedures.
- h. Signal procedures.



- i. Intelligence and security procedures.
- j. NBC procedures.
- k. Engineer procedures.
- l. Fire support procedures.
- m. Army aviation procedures.
- n. Procedures for attachments and detachments.
- o. Logistics procedures.
- p. Personnel procedures.
- q. Military police procedures.
- r. CMO procedures.
- s. Host nation support procedures.
- t. Aerial resupply procedures.

**D - 4**

**GUIDANCE FROM THE DIVISION COMMANDER AND STAFF.**

- a. Division commander's, assistant division commander's (ADC's), or G3's oral or written guidance.
- b. Operational situation reports (OPSITREPs).
- c. Periodic personnel report (PPREPT).
- d. Periodic intelligence report (PERINTREP).
- e. Periodic operation report (PEROPRPT).
- f. Air defense procedures.
  - 1) ADWs.
  - 2) Local ADWs (LADWs).

- 3) WCS/guidance.
- 4) Hostile aircraft criteria.
- 5) ROE.
- g. Periodic civil affairs report (PERCARPT).
- h. As required reports, e.g.:
  - 1) NBC reports.
  - 2) Bridge report.
  - 3) Crossing report.
  - 4) Meaconing, intrusion, jamming, and interference (MIJI) report.
  - 5) Minefield report.
  - 6) Patrol report.
  - 7) EPW or captured material report.
  - 8) Route reconnaissance report.
  - 9) Severe weather warning report.
- i. Refinements directed during rehearsals, backbriefs, visits.

**D - 5**

**DIVISION FRAGMENTARY ORDER (FRAGO)**

- a. HEADING
- b. SITUATION
  - 1) Enemy forces.
    - a) Description of the enemy to brigade or regiment level.
    - b) Enemy most probable course of action.
    - c) Enemy COA most dangerous (to the division) COA.
  - 2) Friendly forces.

- a) EAC mission.
- b) EAC commander's intent.
- c) EAC concept of operation.
- d) Corps mission.
- e) Corps commander's intent.
- f) Corps concept of operation.
- g) Missions of units to the immediate left and right of the division .
- h) Missions of other units with a significant bearing on the division.

3) Attachments and detachments.

c. MISSION

d. EXECUTION

Intent of the division commander.

- 1) Concept of operation.
  - a) Maneuver.
  - b) Fire Support.
    - (1) Main effort.
    - (2) Priority of fires.
  - c) Mobility and Survivability.
    - (1) Priority of support.
    - (2) Priority of mobility and survivability assets as appropriate for GS units.
    - (3) Designation of authority to emplace obstacles.

- d) Air Defense.
    - (1) Priority of air defense.
    - (2) AD weapons status.
    - (3) AD warning status.
  - e) Command and Control Warfare.
- 2) Tasks to maneuver units.
- a) Infantry.
  - b) Armor.
  - c) Cavalry.
  - d) Aviation.
- 3) Tasks to combat support units.
- a) Fires.
    - (1) Air support.
      - (a) CAS sorties allocation.
      - (b) Tactical air reconnaissance sorties allocation.
    - (2) Chemical support. (Priorities of reconnaissance, decontamination, and smoke.)
    - (3) Field artillery support.
      - (a) General. (Priorities for counterfire or interdiction.)
      - (b) Organization for combat.
    - (4) Naval surface fires (NSF).
    - (5) Fire support coordinating instructions.

- b) Mobility and Survivability.
  - (1) Engineer (and engineer overlay).
  - (2) Nuclear, biological, and chemical (NBC) operations.
- c) Air Defense.
  - (1) Organization for combat.
  - (2) Missions.
  - (3) Priorities for protection.
- d) Command and Control Warfare.
  - (1) Functional and support roles of attached MI units.
  - (2) Deception.
  - (3) Electronic warfare.
  - (4) Psychological warfare.
  - (5) UAV.
- 4) Coordinating instructions.
  - a) Time or condition when the division FRAGO becomes effective.
  - b) CCIR - Changes from existing division order.
    - (1) PIR (if not addressed in changes to Annex B [Intelligence]).
    - (2) EEFI (if not addressed in changes to Annex B [Intelligence]).
    - (3) FFIR (if not addressed in changes to Annex B [Intelligence]).
  - c) Risk reduction control measures that have changed.
  - d) Rules of engagement changes.

- e) Environmental considerations changes.
  - f) Any other coordinating instructions that changed from the existing division order or additional instructions
- e. SERVICE SUPPORT
- 1) Support concept.
    - a) Synopsis of the DISCOM mission.
    - b) DISCOM headquarters and/or division support area locations.
    - c) The COSCOM support priorities and where the division fits into those priorities.
    - d) The division commanders priorities of support.
    - e) COSCOM units supporting the division.
    - f) Significant and/or unusual CSS issues that might impact the overall division operation.
    - g) Any significant CSS risks.
    - h) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.
  - 2) Material and services.
  - 3) Medical evacuation and hospitalization.
  - 4) Personnel.
  - 5) CMO.
  - 6) Miscellaneous.
- f. COMMAND AND SIGNAL
- 1) Command.

- a) Map coordinates for division CP locations.
  - b) Chain of command if different from division SOP.
- 2) Signal.
  - a) Signal instructions.
  - b) Identification of current SOI.
  - c) Required division reports, formats, and times due.
- g. ACKNOWLEDGE
- h. ANNEXES
- i. DISTRIBUTION

**Bde - 1      BRIGADE TACTICAL STANDING OPERATING PROCEDURES (TSOP)**

- a. Battle command procedures.
  - 1) Succession of command.
  - 2) Alternate CPs.
  - 3) Displacement of CPs.
  - 4) CP security.
  - 5) Orders and plans.
  - 6) CP organization layout shifts.
  - 7) CP communications.
  - 8) Reports.
  - 9) Designation and duties of battle captain.
- b. Control procedures.
  - 1) LNO procedures.
  - 2) Brevity codes.

- 3) Terrain index reference system.
- 4) Recognition techniques.
- 5) Signals.
- 6) Alarms and warnings.
- 7) Readiness conditions.
- 8) Fixed call signs.
- c. Tactical movement procedures.
- d. Assembly area occupation procedures.
- e. Other tactical operations procedures.
  - 1) Link-up operations.
  - 2) Relief-in-place.
  - 3) Forward passage of lines.
  - 4) Rearward passage of lines.
  - 5) River crossing.
- f. Air defense procedures.
  - 1) ADWs.
  - 2) Local ADWs (LADWs).
  - 3) WCS/guidance.
  - 4) Hostile aircraft criteria.
  - 5) ROE.
- g. A2C2 procedures.
  - 1) Organization as required:



- a) Brigade S3 Air (chairman).
  - b) FSO/FSCoord.
  - c) ADALO.
  - d) AVLO.
  - e) NGLO.
  - f) Brigade S2
  - g) Brigade Marine air officer (from the air and naval gunfire liaison company [ANGLICO]).
  - h) Brigade ALO.
- 2) Conduct. (Meets as required to deconflict artillery fires and air operations.)
- 3) Functions:
- a) Deconflict brigade airspace for all users.
  - b) Establish, confirm, and coordinate airspace control measures, such as:
    - (1) Air routes for ingress and egress synchronization (CAS, UAV).
    - (2) Identification of flight times and artillery firing times to separate by time.
    - (3) Designation of airspace coordination areas/boxes.
    - (4) Identification of fire support coordination times (no-fly/no-fire times).
- h. Signal procedures.
- i. Intelligence and security procedures.
- 1) General guidance.

- 2) Named area of interest (NAI)/targeted area of interest (TAI) procedures.
- 3) Document security.
- 4) Personnel security.
- 5) EPW procedures.
- 6) Captured document and equipment procedures.
- 7) Battle damage assessment (BDA) procedures.
- j. NBC procedures.
  - 1) MOPP guidance.
  - 2) Required NBC teams.
  - 3) Alarms and warnings.
  - 4) Reporting and marking procedures.
- k. Engineer procedures.
  - 1) Priorities for support.
  - 2) Countermobility procedures.
  - 3) SCATMINES.
  - 4) Mobility operations.
  - 5) Standard obstacles.
- l. Fire support procedures.
  - 1) Target numbering.
  - 2) Laser code assignments.
- m. Targeting team procedures.
  - 1) Organization. (Bde CDR, XO, S3, S2 FSCoord, FSO, Targeting Officer, S3 Air, DS MI CO Cdr, DS FA Bn [S3 and S2]) other staff

representatives, including the ALO, Marine air officer, CMLO, ADO, NGLO, engineer, AVLO as required.)

- 2) Conduct. (Agenda, meeting times.)
  - 3) Functions.
    - a) Develop the HPTL.
    - b) Develop the attack guidance.
    - c) Establish TSS. (TSS=HPT+timeliness+accuracy).
    - d) Nominate targets to higher HQ.
    - e) Develop and synchronize the R&S plan.
    - f) Synchronize maneuver and fire support.
    - g) Integrate counter-mobility, mobility, and survivability operations.
    - h) Receive and evaluate BDA.
    - i) Monitor fire support systems and ammunition.
    - j) Develop/synchronize the R&S plan with the fire support plan.
  - 4) Responsibilities by staff position (e.g., XO is chairman)
- n. Army aviation procedures.
- 1) Priorities.
  - 2) Supported unit responsibilities.
  - 3) Landing zone (LZ) and pickup zone (PZ) selection and preparation.
- o. Procedures for attachments and detachments.
- p. Logistics procedures.
- 1) Reports.
  - 2) Reorganization and reconstitution.

- 3) Supply.
- 4) Services.
- 5) Transportation.
- 6) Refueling-on-the-move (ROM).
- 7) Aerial resupply procedures.
- q. Personnel procedures.
  - 1) Reports.
  - 2) Replacement operations.
  - 3) Casualty reporting.
  - 4) Postal.
  - 5) Finance.
  - 6) Health service support (HSS).
  - 7) MEDEVAC.
  - 8) Legal.
  - 9) Public affairs.
  - 10) Religious.
- r. MP procedures.
- s. CMO procedures.
- t. HN support procedures.

**BDE - 2      BRIGADE OPERATIONS ORDER (OPORD)**

- a. HEADING
  - 1) References. (Maps, charts, DATUM, and other related documents needed to understand the order.)

2) Task organization:

b. SITUATION

1) Enemy forces.

- a) Description of the enemy to battalion level.
- b) Enemy course of action most probable.
- c) Enemy most dangerous (to the brigade) COA.
- d) Assessment of terrorist activities directed against the brigade.

2) Friendly forces.

- a) Corps mission.
- b) Corps commander's intent.
- c) Corps concept of operation.
- d) Division mission.
- e) Division commander's intent.
- f) Division concept of operation.
- g) Missions of units to the immediate left and right of the brigade .
- h) Missions of other units with a significant bearing on the brigade's accomplishment of its mission.

3) Attachments and detachments.

c. MISSION

d. EXECUTION

Intent of the brigade commander.

1) Concept of operation (by phase if required).

- a) Maneuver.
  - b) Fire Support.
    - (1) Main effort.
    - (2) Priority of fires.
  - c) Mobility and Survivability.
    - (1) Priority of support.
    - (2) Priority of mobility and survivability assets as appropriate for GS units.
    - (3) Designation of authority to emplace obstacles.
  - d) Air Defense.
    - (1) Priority of air defense.
    - (2) AD weapons status.
    - (3) AD warning status.
  - e) Command and Control Warfare.
- 2) Tasks to maneuver units.
    - a) Infantry.
    - b) Armor.
    - c) Cavalry.
    - d) Aviation.
  - 3) Tasks to combat support units.
    - a) Fires.
      - (1) Air support.

- (a) CAS sorties allocation.
  - (b) Tactical air reconnaissance sorties allocation.
- (2) Chemical support. (Priorities of reconnaissance, decontamination, and smoke.)
- (3) Field artillery support.
  - (a) General. (Priorities for counterfire or interdiction.)
  - (b) Organization for combat.
- (4) NSF.
- (5) Fire support coordinating instructions.
- b) Mobility and Survivability.
  - (1) Engineer (and engineer overlay).
  - (2) NBC operations.
- c) Air Defense.
  - (1) Organization for combat.
  - (2) Missions.
  - (3) Priorities for protection.
- d) C2W.
  - (1) Functional and support roles of attached MI units.
  - (2) Deception.
  - (3) EW.
  - (4) Psychological warfare.
  - (5) UAV.

- 4) Coordinating instructions.
  - a) Time or condition when the brigade OPORD becomes effective.
  - b) CCIR
    - (1) PIR (if not addressed in Annex B [Intelligence]).
    - (2) EEFI (if not addressed in Annex B [Intelligence]).
    - (3) FFIR (if not addressed in Annex B [Intelligence]).
  - c) Risk reduction control measures.
    - (1) Antiterrorist actions.
    - (2) MOPP.
    - (3) OEG.
    - (4) Vehicle recognition signals.
    - (5) Fratricide prevention measures.
  - d) ROE.
  - e) Environmental considerations.
  - f) Any other coordinating instructions or additional instructions.

e. SERVICE SUPPORT

- 1) Support concept.
  - a) Synopsis of the FSB mission.
  - b) FSB headquarters and/or brigade support area locations.
  - c) The DISCOM support priorities and where the brigade fits into those priorities.
  - d) The brigade commanders' priorities of support.



- e) DISCOM units in addition to FSB supporting the brigade.
  - f) Significant and/or unusual CSS issues that might impact the overall brigade operation.
  - g) Any significant CSS risks.
  - h) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.
- 2) Material and services.
- 3) MEDEVAC and hospitalization.
- 4) Personnel.
- 5) CMO.
- 6) Miscellaneous.
- f. COMMAND AND SIGNAL
  - 1) Command.
    - a) Map coordinates for brigade CP locations.
    - b) Chain of command if different from brigade SOP.
  - 2) Signal.
    - a) Signal instructions.
    - b) Identification of current SOL.
    - c) Required brigade reports, formats, and times due (if different from TSOP).
- g. ACKNOWLEDGE
- h. ANNEXES:
  - 1) A-Task organization

2) B-Intelligence

a) SITUATION

(1) Enemy.

(a) Terrain.

(b) Weather.

(c) Enemy capabilities and/or activities.

1 Known and templated locations and activities of enemy units to battalion level.

2 Significant enemy maneuver and other functional area capabilities that impact on accomplishment of brigade functions.

3 Expected employment of enemy assets based on most probable enemy course of action (COA).

(2) Friendly situation.

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Concept of intelligence support to support the overall brigade operation.

(2) Tasks to subordinate units. Detailed intelligence acquisition tasks, by unit.)

(3) Multidisciplined CI. (Special operational instructions having CI aspects.)

(4) Coordinating instructions.

## Key Inputs and Outputs for Brigade BF 19

- (a) Intelligence requirements and their priority.
- (b) Intelligence acquisition.
  - 1 Requests to division, corps, adjacent, and cooperating units (for intelligence information).
  - 2 Requests for information from other units not organic or attached.
- (c) Measures for handling personnel, documents, and material.
  - 1 Enemy prisoners of war (EPW), deserters, repatriates, civilian inhabitants in the area, and other persons.
    - a Special handling and segregation instructions.
    - b Locations of EPW collection points.
  - 2 Captured documents. (Special instructions for handling and processing from time of capture to receipt by specified brigade intelligence personnel [if different from TSOP]).
  - 3 Captured material. (Specially designated items or categories of enemy material required for examination; specific instructions for their processing and disposition [if different from TSOP].)
- (d) Documents or equipment required. (Description of the conditions under which subordinate units can obtain or request documents or equipment, such as air

photographs and maps [if different from TSOP].)

(e) Distribution of intelligence products.

1 Periods that routine reports and distribution cover.

2 Distribution of special intelligence products.

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1 - Intelligence Estimate.

Tab 1 Situation Overlay.

(2) Appendix 2 - Reconnaissance and Surveillance.

(3) Appendix 3 - Signals Intelligence.

(4) Appendix 4 - Multidisciplined CI Estimate.

3) C-Operation Overlay

4) D-Fire Support

a) SITUATION

(1) Enemy.

(a) Description of enemy fire support and AD assets up to division and down to battery/company.

(b) Enemy capabilities and/or activities.

1 Enemy rocket, cannon, and missile artillery.

## Key Inputs and Outputs for Brigade BF 19

- 2 Numbers of possible enemy CAS and attack helicopter sorties by day.
  - 3 Number, type, yield, and delivery means of enemy NBC weapons available to the committed force.
- (2) Friendly situation.
  - (a) Division's concept of fires.
  - (b) Adjacent units' concepts of fires.
  - (c) Supporting air and naval forces.
- (3) Attachments and detachments.
- b) MISSION
- c) EXECUTION
  - (1) Concept of fires to support the brigade commander's concept and priority of fire support.
  - (2) Air support.
    - (a) Brigade commander's intent for use of air power.
    - (b) AI operations.
    - (c) CAS operations.
    - (d) EC operations.
    - (e) R&S operations.
    - (f) Miscellaneous.
  - 1 ATO effective time period.
  - 2 Deadlines for submission of AI, CAS, R&S, and EC requests.

## Key Inputs and Outputs for Brigade BF 19

- 3 Mission request numbering system as it relates to the target numbering system.
    - 4 JSEAD taskings.
    - 5 Essential A2C2 measures.
- (3) Field artillery support.
  - (a) Concept for use of cannon, rocket, and missile artillery in support of close, deep, and rear operations.
  - (b) Artillery organization for combat.
  - (c) Allocation of ammunition.
  - (d) Miscellaneous.
    - 1 Changes to the targeting numbering system.
    - 2 Use of PRF codes.
    - 3 Positioning restrictions.
- (4) NSF.
  - (a) Concept for use of NSF support.
  - (b) NSF organization and relationships of ships to units (DS, GS).
  - (c) Miscellaneous.
    - 1 Trajectory limitations or minimum safe distances.
    - 2 Frequency allocations.
- (5) Chemical support.
- (6) Offensive EW support. (Concept for use of EW [jamming] in close and deep operations.)

- (7) Target acquisition.
  - (a) Employment and allocation of FA target-acquisition systems and IEW assets.
  - (b) Specific target-acquisition tasks, the observation matrix, fire support execution matrix, and radar deployment order.
- (8) Coordinating instructions.
  - (a) Deep operations boundary.
  - (b) Targeting products.
    - 1 Target selection standards (TSS) matrix.
    - 2 HPTL.
    - 3 AGM.
  - (c) FSCMs.
  - (d) Time of execution of program of fires relative to H-Hour.
  - (e) ROE.
- d) SERVICE SUPPORT
  - (1) Location of ATPs and ASPs.
  - (2) CSR.
- e) COMMAND AND SIGNAL
- f) APPENDICES:
  - (1) Appendix 1 - Air Support.
  - (2) Appendix 2 - Field Artillery.
  - (3) Appendix 3 - Naval Surface Fires.

5) E-Mobility and Survivability

a) SITUATION

(1) Enemy.

(a) Terrain.

(b) Weather.

(c) Enemy engineer capabilities and/or activities.

1 Known and templated locations and activities of enemy engineer units to company level.

2 Significant enemy maneuver and engineer capabilities that impact brigade engineer operations.

3 Expected employment of enemy engineer assets based on most probable enemy COA.

(2) Friendly situation.

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Scheme of mobility and survivability operations to support the overall brigade operation, by phase and in priority.

(2) Tasks to subordinate units.

(3) Coordinating instructions.

(a) ROE for engineer units.

(b) Reference to supporting appendices.



d) SERVICE SUPPORT

- (1) Command regulated classes of supply.
- (2) Supply distribution plan.
- (3) Transportation.
- (4) CHS.
- (5) HN.
  - (a) Type, location, facilities, assets, and support available.
  - (b) Procedures for requesting and acquiring HN support.
  - (c) Limitations and restrictions on HN support.

e) COMMAND AND SIGNAL

f) APPENDICES:

- (1) Appendix 1 - Engineer.
  - (a) Scheme of engineer operations to support the overall brigade operation. The engineer main effort by mission and unit for each phase of the operation. Division level missions that impact the brigade.
    - 1 Obstacles. (The details of the countermobility effort. Identifications of obstacle belts to support brigade deep, close and rear operations. Identification, prioritization, and assignment of responsibilities for division and brigade directed and reserve targets. Execution criteria for reserve targets.)
    - 2 Situational obstacles. (Concept for employing situational obstacles to

support the brigade plan. Brigade planned and executed obstacles. Brigade planned and battalion/TF executed obstacles. Brigade resourced and battalion/TF planned and executed obstacles. Criteria for each type of obstacle with designation of HQ maintaining authority to use SCATMINES; restrictions on duration [by belt].)

(b) Tasks to subordinate units.

(c) Coordinating instructions.

- 1 Times or events at which obstacle belts become effective.
- 2 Brigade PIR to be considered by subordinate engineer staff or PIR that must be reported.
- 3 Mission reports required.
- 4 Explanation of engineer work lines.

(d) SERVICE SUPPORT

(e) COMMAND AND SIGNAL

(2) Appendix 2 - Environmental Considerations.

(a) Operational effect on environment versus military advantage.

(b) Coordinating instructions.

- 1 Certification of local water sources.
- 2 Solid waste and liquid waste management.
- 3 Medical waste.

## Key Inputs and Outputs for Brigade BF 19

- 4 Hazardous waste management.
    - 5 Flora and fauna protection.
    - 6 Archeological and historical preservation.
  - (d) SERVICE SUPPORT
  - (e) COMMAND AND SIGNAL.  
(Responsibility for initial environmental considerations guidance. Point of contact for processing requested waivers to environmental governing standards, and instructions for responsible for coordinating and issuing on disposal of hazardous material and wastes.)
- (3) Appendix 3 - Nuclear, Biological, and Chemical (NBC) Operations.
  - (a) Scheme of NBC defense operations to support the overall brigade operation.
  - (b) Tasks to subordinate units.
  - (c) Coordinating instructions.
    - 1 MOPP level guidance.
    - 2 Automatic masking criteria.
    - 3 Troop safety criteria.
    - 4 Decontamination site locations.
    - 5 Medical facilities and locations for treating chemical casualties.
    - 6 Turn-in points for chemical and biological samples.

- 7 List of civilian and military facilities whose destruction could create militarily significant NBC hazards.
        - 8 OEG guidance (if applicable).
        - 9 Procedures for limiting EMP effects.
      - (d) SERVICE SUPPORT  
(Procedures for handling contaminated casualties. Information on availability and locations of field expedient decontamination supplies, materials, and decontaminants.)
      - (e) COMMAND AND SIGNAL  
(NBC warning and reporting system.)
      - (f) Tabs:
        - 1 Tab 1- NBC Defense.
        - 2 Tab 2 - Smoke operations.
- 6) F-Air Defense
  - a) SITUATION
    - (1) Enemy.
      - (a) Terrain. (Most likely route of enemy ingress and egress.)
      - (b) Weather.
      - (c) Enemy air capabilities and/or activities.
        - 1 Air threat data. (Air-capable enemy organizations including platforms by number and type. Enemy aircraft with all weather capabilities and limitations.)
        - 2 Additional air threat information. (Air threat information not covered in the intelligence annex. Specific air

threat considerations: sortie rate, subordination of air elements to ground units, ordnance peculiarities, target preferences, tactics, and recent significant activities.)

3 Patterns of use of air avenues of approach.

(2) Friendly situation. (Description of how the air defense plan integrates with division plans.)

(3) Attachments and detachments.

b) MISSION

c) EXECUTION

(1) Scheme of ADA support to the overall brigade operation. (Includes the brigade commanders intent, objectives, and priorities.)

(2) Tasks to subordinate units. (Command and support relationships and priority of protection.)

(3) Coordinating instructions.

(a) ADW and ADW authority.

(b) Specific orders and requests (SOR) plan.

(c) WCS and WCS authority.

(d) Hostile criteria.

(e) ROE.

(f) Passive air defense.

(g) Combined arms for air defense.

(h) Early warning.

d) SERVICE SUPPORT

- e) COMMAND AND SIGNAL  
(IFF code edition and book number.)
- 7) G-Command and Control Warfare (C2W)
  - a) SITUATION
  - b) MISSION
  - c) EXECUTION
    - (1) Scheme of support for C2W to the overall brigade operation.
      - (a) Military deception.
      - (b) EW.
      - (c) OPSEC.
      - (d) PSYOP.
      - (e) Physical destruction.
    - (2) C2W tasks. (Exercise of coordinating authority for C2W operations. Division commander's C2W objectives and guidelines for accomplishment. JRFL to support operations.)
  - d) SERVICE SUPPORT
  - e) COMMAND AND SIGNAL
  - f) APPENDICES:
    - (1) Appendix 1 - Electronic Warfare.
    - (2) Appendix 2 - Operations Security.
    - (3) Appendix 3 - Deception.
    - (4) Appendix 4 - PSYOP.

8) H-Signal Operations (SO)

a) SITUATION

(1) Enemy.

(a) Terrain. (All critical aspects that will impact on employment of C2 communications systems.)

(b) Enemy capabilities and/or activities. (Significant enemy EW capabilities that impact C2 systems.)

(2) Friendly situation. (Primary communications gateways providing connectivity to division, battalion/TFs, and adjacent units. Critical communications measures required to counter expected enemy EW capabilities and protect C2 systems. External communication assets that will augment the brigade's signal support.)

b) MISSION

c) EXECUTION

(1) Concept of signal support to support the overall brigade operation. (Primary and back-up systems supporting critical C2 networks. Plan for extending C2 systems through each phase of the brigade operation. Critical links between tactical and strategic communications systems [if applicable]. Signal support priorities.)

(2) Tasks to subordinate units. (Tasks to specific maneuver and signal support units not contained in the five paragraphs of the brigade OPORD. Detailed ABCS control procedures.)

(3) Coordinating instructions. (Key times or events critical to information system and network control procedures.)

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

(C2 SYSCON hierarchy for common user network. Local area network control procedures for network administration and/or management.)

9) I-Provost Marshal (PM)

a) SITUATION

b) MISSION

c) EXECUTION

(1) Scheme of provost marshal operations to support the overall brigade operation.

(a) Maneuver and mobility support. (BCC plan. Route R&S. MSR traffic control. Straggler control. Refugee control. Intelligence collecting and reporting.)

(b) Area security. (Rear area protection plan, to include base defense. Security of critical assets. Base response force [Levels I, II, III]. Counterincursion. Air ground defense. Terrorism counteraction. ADC. NBC detection and reporting.)

(c) Internment and resettlement operations.

(d) EPW holding areas. EPW operations.

(e) Law and order operations. (Maintenance of law and order in rear area forward to maneuver units' rear boundaries.)

(2) Tasks to subordinate units.

(3) Coordinating instructions. (Refer to Annex K [Rear Operations]. Coordination/cooperation among adjacent and other units. Civilian HN agencies which are required to complete the mission. Actions



pertaining to rear area force protection that expand or differ from the brigade TSOP.)

- d) SERVICE SUPPORT
- e) COMMAND AND SIGNAL

10) J-Civil-Military Operations

- a) Scheme of operation for civil-military support to the overall brigade operation.
- b) Tasks to subordinate units.
- c) Coordinating instructions.
- d) Signal. (Reporting functions for units and CMO activities. SOF [if appropriate] specific communications procedures to support CMO.)

11) K-Rear Operations

- a) SITUATION
- b) MISSION
- c) EXECUTION

(1) Scheme of rear area operations to support the overall brigade operation. Support for the brigade deep, and close operations by executing rear operations.

- (a) Terrain management.
- (b) Security. (TCF, response force, and reaction force. Counterreconnaissance plan. CI tasks to assist in threat reduction, location, and identification. Plan for integrating HN, multinational, or joint forces support.)
- (c) Sustainment. (Monitoring of sustainment operations within the brigade. Positioning of support assets and critical CSS facilities and movements that require priority protection.

Plan for establishment of forward supply points.)

- (d) Movements. (Monitoring of administrative and tactical movements in the rear area. Identification of critical choke points that require sustained engineer support. Plan for routing of sustainment on MSRs to ensure no interference with movement of tactical units. Plan for tracking of all units moving through the rear area.)

(2) Tasks to subordinate units.

- (a) Tactical combat force.
- (b) Response force.
- (c) Military police. (Establishment of traffic control points.)
- (d) Base/base clusters. Reaction force. (Establishment of LPs and OPs. Patrols.)

(3) Coordinating instructions. (Establishment of operations centers. Reaction forces. Liaison with the rear CP. Terrain management, coordination. Base defense plans.)

d) SERVICE SUPPORT

e) COMMAND AND SIGNAL

(Location of rear operations commander. Chain of command for the rear CP. Base and base cluster commanders and chain of command. Deconfliction of chain of command with chain of support. Alternate rear CP location.)

12) L-Service Support

- a) SITUATION (see base OPORD)
- b) MISSION (see base OPORD)
- c) EXECUTION

- (1) Scheme of service support operations to support the overall brigade operation.
- (2) Tasks to subordinate units.
- (4) Coordinating instructions.
- d) SERVICE SUPPORT
  - (1) Material and Services.
    - (a) Supply. (Information by class of supply. Supply cycle [as appropriate], plan, and procedures by class of supply.)
    - (b) Transportation. (Land, sea, and air [as applicable]. Facility locations, traffic control, regulation measures, MSRs and ASRs, transportation critical shortages, and essential data not provided elsewhere.)
      - 1 Road movement tables.
      - 2 Traffic circulation.
    - (c) Services. (Construction. CEB and laundry. Mortuary affairs. Identification of services available; designation and location of units providing services.)
    - (d) Labor.
    - (e) Maintenance. (Aircraft, ground vehicles and other equipment and watercraft maintenance. Priority of maintenance, location of facilities and collecting points, repair time limits at each level of maintenance, and evacuation procedures.)
  - (2) MEDEVAC. (Evacuation. Hospitalization. Plan for collection, medical treatment, MEDEVAC policy, and hospitalization of sick, injured, or wounded US and joint forces soldiers, EPW, and civilians (as

appropriate). Requirements for CHS logistics, combat stress management, preventive medicine, dental services, and veterinary services.

(3) Personnel. (Unit strength maintenance. Morale. Plans for unit strength maintenance, personnel management, morale development and maintenance, discipline, law and order, headquarters management, and religious support.)

(4) Civil-military cooperation. (if not addressed in Annex J, [Civil-Military Operations]).

e) COMMAND AND SIGNAL

f) APPENDICES:

(1) Appendix 1- Service Support Matrix.

(2) Appendix 2 - Service Support Overlay.

(3) Appendix 3 - Traffic Circulation and Control.

Tab 1 Traffic Circulation (Overlay).

Tab 2 Road Movement Table.

(4) Appendix 4 - Personnel.

(5) Appendix 5 - Legal.

Tab 1 ROE

(6) Appendix 6 - Religious Support.

13) M-Army Airspace Command and Control (A2C2)

a) SITUATION

(1) Enemy Capability and activity. (Known and templated enemy ADA locations and enemy air corridors. Significant enemy maneuver capabilities that affect A2C2 operations such as radio combat capabilities.)

- (2) Friendly situation. (Additional airspace users including Air Force, Navy, Marine, allies, coalition forces. ADA, FA, and UAV that affect the scheme of maneuver.)

- b) MISSION

- c) EXECUTION

- (1) Concept of A2C2 support to the overall brigade operation.
- (2) Tasks to subordinate units.
- (3) Coordinating instructions.
  - (a) All ADA warnings, WCS, and ROE.
  - (b) Rules for in-flight procedures if different from the aviation procedures guide.
  - (c) Description of liaison procedures.
  - (d) Hostile and friendly aircraft in the brigade area of interest.
  - (e) Routes and corridors. (Minimum risk routes, LLTRs, standard use routes, UAV operating areas, ROZs, air forces' routes, coordination requirements).
  - (f) Fire support coordination measures that affect airspace users.

- d) SERVICE SUPPORT

- e) COMMAND AND SIGNAL

- i. DISTRIBUTION

**Bde - 3 (Omitted)**

**Bde - 4 GUIDANCE AND INFORMATION FROM THE BRIGADE COMMANDER AND STAFF.**

- a. Oral orders and guidance from the brigade commander, XO, or S3.
- b. Operations reports.
- c. Intelligence reports.
- d. Logistics reports.
- e. Personnel reports.
- f. As required reports, e.g.:
  - 1) Bridge report.
  - 2) Crossing report.
  - 3) MIJI report.
  - 4) Minefield report.
  - 5) Patrol report.
  - 6) EPW or captured material report.
  - 7) Route reconnaissance report.
  - 8) Severe weather warning report.
- g. NBC reports.

**BDE - 5      REPORTS AND INFORMATION FROM BRIGADE ELEMENTS AND OTHER UNITS.**

- a. Oral and written reports from subordinate and supporting commanders (e.g., SITREPS).
- b. Operations reports (including spot reports).
- c. Intelligence reports.
- d. Logistics reports.
- e. Personnel reports.
- f. Reports as required by TSOP, e.g.:
  - 1) NBC report.

- 2) Bridge report.
- 3) Crossing report.
- 4) MIJI report.
- 5) Minefield reports.
- 6) Patrol report.
- 7) EPW or captured material report.
- 8) Route reconnaissance report.
- 9) Severe weather warning report.
- 10) Aerial resupply requests.
- 11) Closing report.
- 12) MEDEVAC request.
- 13) Sensitive items report.

## **KEY OUTPUTS**

### **BDE - 6 BRIGADE WARNING ORDER (WARNO)**

- a. HEADING
  - 1) References. (Maps, charts, and other relevant documents.)
  - 2) Time zone used throughout the order.
  - 3) Task organization.
- b. SITUATION
  - 1) Enemy forces. (Include significant changes of information.)
  - 2) Friendly forces.
    - a) Division mission.
    - b) Division commander's intent.

## Key Inputs and Outputs for Brigade BF 19

- c) Division concept of operation.
- d) Missions of units to the immediate left and right.
- e) Missions of other units with a significant bearing on the brigade.

Attachments and detachments.

ION of the brigade

CUTION

of the brigade commander (if available).

Concept of operation (when available).

Tasks to maneuver units (when available).

- a) Tasks to units for execution.
- b) Movement to be initiated (time).
- c) Reconnaissance to be initiated (time).
- b) Security to be in place (time).

Tasks to combat support units (when available).

Coordinating instructions.

- a) CCIR.
- b) Risk guidance.
- c) Deception guidance.
- d) Timeline.
- e) Guidance on orders and rehearsals.
- g) Orders group meeting (attendees, location, and time) (when applicable).
- h) Earliest time of movement and degree of notice.



e. SERVICE SUPPORT

- 1) Special equipment. (Identification of requirements and coordination instructions for transfer to using units.)
- 2) Transportation. (Identification of requirements and coordination for pre-positioning of assets.)

f. COMMAND AND SIGNAL

- 1) Command. (Chain of command if different from the brigade SOP.)
- 2) Signal. (Identification of current SOI and prepositioning of assets to support the operation.)

g. ACKNOWLEDGE (Statement directing acknowledgment of receipt and understanding.)

**BDE - 7 BRIGADE FRAGMENTARY ORDER (FRAGO)**

a. HEADING

b. SITUATION

- 1) Enemy forces.
  - a) Description of the enemy to battalion level.
  - b) Enemy most probable course of action.
  - c) Enemy most dangerous (to the brigade) course of action.
- 2) Friendly forces.
  - a) Corps mission.
  - b) Corps commander's intent.
  - c) Corps concept of operation.
  - d) Division mission.
  - e) Division commander's intent.

- f) Division concept of operation.
  - g) Missions of units to the immediate left and right of the brigade .
  - h) Missions of other units with a significant bearing on the brigade.
- 3) Attachments and detachments.
- c. MISSION
- d. EXECUTION

Intent of the brigade commander.

- 1) Concept of operation.
  - a) Maneuver.
  - b) Fire Support.
    - (1) Main effort.
    - (2) Priority of fires.
  - c) Mobility and Survivability.
    - (1) Priority of support.
    - (2) Priority of mobility and survivability aspects as appropriate for GS units.
    - (3) Designation of authority to emplace obstacles.
  - d) Air Defense.
    - (1) Priority of air defense.
    - (2) AD weapons status.
    - (3) AD warning status.
  - e) Command and Control Warfare.

## Key Inputs and Outputs for Brigade BF 19

- 2) Tasks to maneuver units.
  - a) Infantry.
  - b) Armor.
  - c) Cavalry.
  - d) Aviation.
- 3) Tasks to combat support units.
  - a) Fires.
    - (1) Air support.
      - (a) CAS sorties allocation.
      - (b) Tactical air reconnaissance sorties allocation.
    - (2) Chemical support. (Priorities of reconnaissance, decontamination, and smoke.)
    - (3) Field artillery support.
      - (a) General. (Priorities for counterfire or interdiction.)
      - (b) Organization for combat.
    - (4) NSF.
    - (5) Fire support coordinating instructions.
  - b) Mobility and Survivability.
    - (1) Engineer (and engineer overlay).
    - (2) NBC operations.
  - c) Air Defense.
    - (1) Organization for combat.

- (2) Missions.
    - (3) Priorities for protection.
  - d) Command and Control Warfare.
    - (1) Function and support roles of attached MI units.
    - (2) Deception.
    - (3) Electronic warfare.
    - (4) Psychological warfare.
    - (5) Unmanned aerial vehicle.
  - 4) Coordinating instructions.
    - a) Time or condition when the brigade FRAGO becomes effective.
    - b) CCIR - Changes from existing brigade order.
      - (1) PIR (if not addressed in changes to Annex B [Intelligence]).
      - (2) EEFI (if not addressed in changes to Annex B [Intelligence]).
      - (3) FFIR (if not addressed in changes to Annex B [Intelligence]).
    - c) Risk reduction control measures that have changed.
    - d) ROE changes.
    - e) Environmental considerations changes.
    - f) Any other coordinating instructions that changed from the existing brigade order or additional instructions.
- e. SERVICE SUPPORT
  - 1) Support concept.

- a) Synopsis of the FSB mission.
  - b) FSB headquarters and/or brigade support area locations.
  - c) The DISCOM support priorities and where the brigade fits into those priorities.
  - d) The brigade commander's priorities of support.
  - e) Units in the DISCOM supporting the brigade.
  - f) Significant and/or unusual CSS issues that might impact the overall brigade operation.
  - g) Any significant CSS risks.
  - h) Support requirements in the functional areas of manning, arming, fueling, fixing, and moving.
- 2) Material and services.
  - 3) Medical evacuation and hospitalization.
  - 4) Personnel.
  - 5) CMO.
  - 6) Miscellaneous.
- f. COMMAND AND SIGNAL
- 1) Command.
    - a) Map coordinates for brigade CP locations.
    - b) Chain of command if different from brigade SOP.
  - 2) Signal.
    - a) Signal instructions.
    - b) Identify current SOL.
    - c) Required brigade reports, formats, and times due.

- g. ACKNOWLEDGE
- h. ANNEXES
- i. DISTRIBUTION

## **TASK LIST SUMMARY**

This component provides a summary of the first level of tasks on the task list.

1. **The brigade command posts and staff manage and maintain command, control, and communications.**
2. **The brigade command posts and staff support synchronization by acquiring, evaluating, and communicating information and maintaining status.**
3. **The brigade commander visualizes the battlefield.**
4. **The brigade commander directs changes to the operation or plan.**
5. **The brigade commander directs and leads subordinate forces.**

## TASK LIST

The purpose of this component is to identify, organize, and list in logical sequence all of the tasks and subtasks necessary to perform this function. Normally, the primary participants responsible for performing the task are identified. The tasks were extracted from appropriate doctrinal publications and sources. The specific sources of reference for each task and subtask are shown in brackets [ ] following the task.

In many instances, the wording of the task has been changed from the text found in the Army Training and Evaluation Program - Mission Training Plan (ARTEP-MTP) or Field Manual (FM) to add clarity, context, or meaning. The references allow the user to refer to the original source material for further detail and context, if desired.

For tasks selected from an ARTEP-MTP, the task number has been expanded with a slash (/) to identify the subtask and standard reflected in the ARTEP-MTP task. To illustrate: a task referenced as [ARTEP 71-3-MTP, Task 71-3-4001/4c] was derived from ARTEP 71-3-MTP, the Mission Training Plan for the Heavy Brigade Command Group and Staff, and identifies brigade S4 section task "71-3-4001, Conduct Logistical Planning," subtask "4," "prepares plans and orders," standard or sub-element "c."

For tasks derived from an FM, the FM number and page number have been provided as a reference. For example, the reference for a task "The brigade commander demonstrates understanding of mission and higher commander's intent during confirmation briefing to the division commander" would be [FM 101-5, p. 1-9].

Some tasks and subtasks needed to define the function are not contained in ARTEP-MTPs, nor can they be derived from FMs. Tasks and subtasks were identified to fill such gaps and were developed during coordination visits with various TRADOC schools, Forces Command (FORSCOM) units, and Combat Training Center (CTCs). These tasks are listed as field notes [FN] annotated with their source. For example, tasks identified by CSS Observer-Controllers (OCs) at the National Training Center (NTC) would be referenced as [FN-NTC CSS OCS]. Still task and subtask were identified based on review of newsletters and other documents published by the Center for Army Lessons Learned (CALL) which capture lessons learned from Army units relevant to doctrine, tactics, techniques, and procedures (DTTP). Tasks derived from CALL publications are referenced as Lessons Learned [LL] with the appropriate document and page number provided. For example, a task extracted from CALL Newsletter 95-6, "National Training Center's 'Fighting with Fires'" is referenced as [LL-CALL Newsletter 95-6, p. 16].

In some cases, the analysis of the battlefield function (BF) resulted in the identification of tasks for which no doctrinal references could be determined. Such tasks were selected based on author experience and a careful study of relevant doctrine. These tasks are referenced as author notes [AN].

Full references for all the source material are listed in the reference section.



1. **The brigade command posts and staff manage and maintain command, control, and communications.** [TRADOC Pam 11-9, Chap 7 and App D]
  - a. The brigade CPs manage means of command, control, and communications (C3). [FM 71-3, pp. 3-1 - 3-20]
    - 1) The brigade commander appoints an "information manager" from the staff (usually the brigade XO) to: [FM 101-5, Chap 6 and App B]
      - a) Maintain awareness of the brigade CCIR and ensure that the brigade commander's information needs are understood.
      - b) Facilitate the flow of information and communication of information from staff members and subordinate units.
      - c) Outline and monitor the performance and responsibilities of the staff in processing mission information, preparation status, and the commander's information requirements.
      - d) Establish and enforce timelines.
    - 2) The brigade XO manages the flow of information in the brigade headquarters and establishes a system to keep the commander informed. [FM 101-5, pp. 6-2, 6-11, 6-34; ARTEP 71-3 MTP, Task 71-3-0001; LL-CALL Bulletin, Jan-Feb 95]
    - 3) Brigade XO directs staff meetings: [ARTEP 71-3 MTP, Task 71-3-0001]
      - a) Ensures that each staff officer disseminates information which is relevant to the entire staff.
      - b) Appraises completeness of information.
      - c) Identifies information gaps and directs actions to fill them.
      - d) Initiates staff planning as part of an accelerated decision process.
    - 4) The brigade commander or XO selects a "battle captain" (in accordance with the TSOP) who manages the operations of the main CP and the operations section when the XO or S3 is not available. [LL-CTC Bulletin 95-4, Chap 1; CTC Bulletin 94-1, p. 5]
      - a) Coordinates and integrates staff activities.

- b) Initiates staff action as directed by the commander, XO, and brigade S3.
  - c) Provides recommendations to the brigade commander, XO, and S3 on the current situation and the status of unit preparations.
- 5) LNOs provide information to the brigade commander and staff and to the headquarters they represent. [FM 101-5, App L]
  - a) Responses to specific questions asked of LNO.
  - b) Unit locations, activities, capabilities, status, and intentions.
  - c) Coordination problems.
    - (1) Inability to reach/meet with specific people or staff positions.
    - (2) Receipt of information which invalidates or should change estimates and plans.
- 6) All brigade CPs eavesdrop on lower and adjacent unit command and operations and intelligence (O&I) nets for information. [FN-NTC]
- 7) All brigade CPs ensure that information on the situation is communicated between staff officers during shift changes. [LL-CTC Bulletin 95-4, Chap 1]
  - a) Enemy activities.
  - b) Status of subordinate units.
  - c) On-going staff actions which must be monitored, tracked and completed.
  - d) Timelines and suspenses which must be met.
  - e) Planning for future missions.
- 8) The brigade S3 at the command group and the tactical (TAC) CP or tactical operations center (TOC) manages communication: [FM 71-3, Chap 3; FM 71-123, Chap 1]
  - a) Facilitates control and coordination for the commander through communication with subordinate, adjacent, and supporting elements.
  - b) Passes processed information and keeps the commander updated on new information through concise, consolidated updates.

- 9) The brigade XO or battle captain at the main CP manages communications and: [FM 71-3, Chap 3; FM 71-123, Chap 1; ARTEP 71-3 MTP, Task 71-3-0001]
  - a) Maintains communications linking the main CP to division and adjacent units' CPs; manages communications networks and communications with brigade subordinate units.
  - b) Establishes and maintains communications between the brigade main CP, the brigade support area (BSA), bases, base clusters, or other units in support of rear area operations.
  - c) Manages communications networks in support of counterreconnaissance and R&S operations in order to maintain reporting linkages for critical sources of information.
  - d) Establishes and maintains a digitized LAN and WAN to support battlefield computer systems.
- 10) The brigade S1 at the rear CP manages communication and: [FM 71-3, Chap 3, 8; ARTEP 71-3 MTP, Task 71-3-1012; 4004]
  - a) Collocates with the FSB CP in the brigade support area (BSA).
  - b) Monitors the tactical situation and maintains communications to ensure that the rear CP is prepared to assume duties of the brigade main CP.
  - c) Manages CSS information required to:
    - (1) Sustain current deep, close, and rear operations.
    - (2) Forecast future CSS requirements and synchronize their movement to the brigade area.
    - (3) Conduct detailed CSS planning.
- b. The brigade CP maintains communications (frequency modulated [FM] radio, multi-channel, wire, and messenger) with subordinate units, adjacent units, and supporting and higher headquarters. [FM 71-3, pp. 3-18 - 3-21; ARTEP 71-3 MTP; LL-CTC Bulletin 94-1, Mar 94, p. 7]
  - 1) The Bde SO ensures that brigade communications systems and links (e.g., area communications networks and retransmission stations) are operational and support the commander, staff, and subordinate leaders. [ARTEP 71-3 MTP, Task 71-3-1102; 1103]

- a) Manages brigade communications, including positioning of command and control elements.
  - b) Controls signal operations instructions (SOI) issue and use.
  - c) Coordinates retransmission capabilities for the brigade.
  - d) Directs the communications section's efforts on inspecting and testing brigade organic communications equipment and systems.
  - e) Directs the supporting signal unit's efforts in establishing and maintaining area communications networks.
  - f) Develops plan for brigade reaction in event of compromise of brigade communications security.
- 2) The brigade CPs position to maintain C3. [FM 71-123, p. 1-47]
- a) CPs position so that the commander and staff can maintain communications with higher, adjacent, and subordinate units during preparation and transition to battle. [FM 71-3, pp. 3-21; FM 71-123, p. 1-47]
    - (1) The commander is able to exercise command and control during mission preparation.
    - (2) CPs displace prior to line of departure time/mission execution time to facilitate command and control during the transition from preparation to the initiation of the battle.
    - (3) Brigade staff ensures that CPs are not detected by the enemy by using passive defense measures.
  - b) The brigade commander and TAC CP position prior to mission execution to exercise command and control during the initial stages of execution. [Battle Command, Techniques and Procedures, BCBL, 11 April 95, p. 4-2 - 4-6; LL-CALL Compendium, Vol 1, Heavy Forces, Fall 88]
    - (1) The brigade commander is able to observe the brigade as it transitions into the fight.
    - (2) The brigade commander can assess the situation and respond to battlefield events.

- (3) The brigade commander can observe and control the main effort.
- (4) The commander can react to events by:
  - (a) Repositioning forces.
  - (b) Changing missions of TFs.
  - (c) Redirecting direct and indirect fires.
  - (d) Changing priorities.
- (5) The brigade commander directs the FSCoord, or brigade FSO and ALO to position with him to help control fires during transition from preparation to mission execution. [AN]
- (6) The brigade commander may direct the engineer battalion commander to position forward in the TAC CP to assist in synchronization of the mobility, countermobility, survivability (M/CM/S) aspects of the battle. [AN]
- (7) The TAC CP operates and monitors communications nets. [FM 71-3, p. 3-12]
  - (a) Brigade command.
  - (b) Brigade O&I.
  - (c) Division command.
  - (d) Division O&I.
  - (e) Fire support nets (voice and digital).
  - (f) Air Force coordination nets (FM, high frequency [HF], ultra high frequency [UHF], very high frequency [VHF]).
  - (g) Other nets as directed and equipped (e.g., division HF, division amplitude modulation [AM], tactical satellite [TACSAT]).
  - (h) The division modulation (AM) nets.

- c) The main CP positions prior to mission execution to: [FM 71-123, p. 1-47]
  - (1) Effectively collect, analyze, and pass critical information.
  - (2) Maintain voice and digital communications with higher, adjacent, and subordinate units.
  - (3) Communicate to subordinates the commander cannot reach.
  - (4) Disseminate critical new information quickly to the commander, staff, and subordinate/supporting headquarters.
  - (5) Receive and disseminate situation updates during transition from the preparation phase to mission execution.
  - (6) Operate and monitor communications nets.
    - (a) Brigade command (acts as net control station [NCS] for command net).
    - (b) Division command.
    - (c) Fire support nets (voice and digital).
    - (d) Brigade O&I (NCS).
    - (e) Division O&I.
    - (f) Brigade administrative/logistics (A/L).
    - (g) United States Air Force (USAF) coordination nets.
    - (h) Division early warning net.
    - (i) Engineer net.
    - (j) Maneuver control system (MCS).
    - (k) Air defense battery net.
- d) The rear CP positions prior to mission execution to coordinate and facilitate pushing CSS forward to sustain operations. Tasks include: [FM 71-123, p. 1-47]

- (1) Sustain forward units.
  - (2) Provide rear area security.
  - (3) Ensure MSR is clear for brigade transportation operations.
  - (4) Evacuate casualties, equipment, and EPWs.
  - (5) Prepare to reestablish CSS bases forward.
  - (6) Prepare to assume role as alternate main CP.
  - (7) Communicate on and monitor communications nets:
    - (a) Brigade command.
    - (b) Brigade A/L (serves as NCS).
    - (c) Division A/L.
    - (d) If not collocated, the FSB net.
    - (e) Expanded communications when/if it becomes the main CP in an emergency.
- c. The brigade CP protects friendly C3. [FM 71-123, Chap 1; FM 101-5, pp. 7-1 - 7-2; Battle Command, Techniques and Procedures, BCBL, 21 Apr 95]
- 1) The brigade S3 (with input from the brigade S2, Bde SO, and other brigade staff officers) develops C3 protection measures. [FM 101-5, pp. 7-1 - 7-2; ARTEP 71-3 MTP, Task 71-3-3014]
    - a) Identifies how C3 protection will support mission and commander's intent.
    - b) Identifies critical friendly C3 systems.
    - c) Analyzes friendly C3 systems for critical and vulnerable nodes.
    - d) Prioritizes nodes for protection.
    - e) Determines enemy capability to conduct counter C3 and the effects of counter C3 on friendly C3 (mutual interference).
    - f) Recommends protection measures and monitor their effectiveness.

- 2) The brigade CPs take actions to survive, employ: [FM 71-123, p. 1-47; FM 101-5, pp. 7-18 - 7-20; LL-CTC Bulletin 95-4, Chap 5] (Also see brigade BF 25 for a complete discussion of OPSEC)
  - a) OPSEC measures.
    - (1) Use of terrain for cover and concealment.
    - (2) Selected routes which reduce detection by the enemy.
    - (3) Camouflaged positions.
    - (4) Avoidance of target reference points.
    - (5) Use of electronic counter measures (ECM).
  - b) Security forces to: [FM 71-123, p. 1-47]
    - (1) Provide early warning, through the use of listening posts/observation posts (LP/OP) and patrols.
    - (2) Provide perimeter protection.
    - (3) React immediately.
  - c) Planning for deliberate and hasty repositioning. [FM 71-123, p. 1-48; FM 101-5, p. 7-20]
  - d) Engineer support to dig in CP positions. [AN]
- d. The brigade denies the enemy effective C3 through: [FM 101-5, pp. 7-2 - 7-20; ARTEP 71-3 MTP, Task 71-3-3014; LL-CALL CTC Bulletin 95-4, Chap 5]
  - 1) Destruction: The brigade commander includes critical enemy C3 in his high priority targets (HPT) list for immediate attack by fires when acquired (decide, detect, deliver).
  - 2) EW: The brigade commander considers electronic attack of enemy C3 systems through the use of:
    - a) Antiradiation munitions.
    - b) Directed energy systems.
    - c) Jamming, considers:



- (1) The capability of the jammer to degrade enemy operations.
  - (2) The effect jamming will have on other friendly operations.
  - (3) The potential effect jamming has on tipping off the enemy to friendly intentions and capabilities.
- d) Electronic deception.
- 3) Deception: The brigade normally will only participate in large deception operations as a part of division or higher deception operation. However, some deception efforts (feints, displays, ruses, demonstrations) may be considered if:
  - a) The enemy is susceptible to deception operations.
  - b) A deception opportunity exists.
  - c) There are resources and time available.
  - d) The costs and risks associated are acceptable.
- 4) PSYOP (not normally employed independently at brigade level).
- 5) OPSEC: The brigade S3 plans and monitors actions to deny the enemy information concerning past, current, and future operations: [FM 101-5, p. 7-19; ARTEP 71-3 MTP, Task 71-3-3014]
  - a) Counterreconnaissance.
  - b) Physical security.
  - c) Signal security (SIGSEC)
  - d) Information security.
- 2. **The brigade command posts and staff support synchronization by acquiring, evaluating, and communicating information and maintaining status.** [TRADOC Pam 11-9, Chap 7 and App D]
  - a. The brigade CPs and staff support synchronization by acquiring information. [TRADOC Pam 11-9, Chap 7 and App D]
    - 1) All brigade staff officers and LNOs obtain information; they commonly: [FM 101-5, p. 3-84, C-4, Chap 6, App A]

- a) Focus information collection according to CCIR and immediately communicate any response to CCIR to the commander, XO, and brigade S3. [FM 101-5, pp. 6-8, 6-11, 6-16, and C-4]
  - b) Obtain information relevant to fulfilling their responsibilities for the brigade's preparations for battle: [FM 101-5, pp. 6-33, 6-34]
    - (1) Monitor and modify preparation activities as necessary.
    - (2) Verify/modify coordination between the brigade and adjacent units.
    - (3) Facilitate synchronization.
  - c) Provide appropriate recommendations to the commander and XOs S3 relative to their functional areas. [FM 101-5, pp. 6-33, C-2]
  - d) Continually coordinate with each other personally and with external headquarters to obtain information such as: [FM 101-5, p. 3-84, App A]
    - (1) Specific information requirements.
    - (2) Updates/modifications of CCIR as directed by the brigade commander during:
      - (a) Rehearsals.
      - (b) Backbriefs.
      - (c) Commander visits.
  - e) Identify intelligence information to assist the brigade S2 with brigade IPB.
  - f) Identify information for the brigade XO regarding supporting units' requirements for use of terrain in the brigade area.
- 2) The brigade CSM obtains information relative to brigade combat preparations on matters such as: [FM 71-3, p. 3-6]
- a) Morale, discipline, and adherence to standards by brigade soldiers.
  - b) Brigade capability to sustain combat operations.

- c) CSS system.
  - d) Welfare of brigade soldiers.
  - e) Individual soldier training.
  - f) Other duties or information requested by the brigade commander.
- 3) The brigade XO obtains information relative to brigade combat preparations. [FM 71-3, p. 3-5]
- a) Revised/updated CCIR from the brigade commander.
  - b) Specific information requirements from the brigade commander.
  - c) Information about desired briefings and rehearsals from the brigade commander.
  - d) Information necessary to synchronize brigade preparation activities from the division and brigade staff.
  - e) Status of preparation tasks.
- 4) The brigade S2 and brigade S2 section obtain intelligence information from: [FM 101-5, pp. C-7, C-8; FM 34-130, Chap 2]
- a) Higher headquarters and brigade staff: [ARTEP 71-3 MTP, Task 71-3-2003, 2006/1]
    - (1) Changes from the brigade commander to guidance, mission concept, priorities, and his requirements for intelligence information.
    - (2) Intelligence summary (INTSUM) and spot reports from division and higher headquarters.
    - (3) Information from division and adjacent units based on previously submitted information queries.
    - (4) OPSEC reports from the brigade S3/operations section and subordinate units which contribute to analysis of brigade security posture.
    - (5) Updates from the division intelligence general staff (G2) on enemy activity based on reports from the CEWI battalion.

- (6) Information on current situation learned by eavesdropping on division and adjacent unit command and O&I nets.
- (7) Information on the location and status of EW assets from the DS MI company commander.
- (8) Information on enemy air threat from the division G2.
- (9) Information on weather from the division staff weather officer.
- b) Subordinate units: [ARTEP 71-3 MTP, Task 71-3-2004, 2002/3]
  - (1) Information from debriefing patrols and other R&S forces performing brigade directed information collection activities.
  - (2) Spot size, activity, location, unit, time, equipment (SALUTE) reports from brigade elements.
- c) Brigade special staff officers. [FM 101-5, App A]
- d) LNOs from/to higher, adjacent, and supporting units. [FM 101-App L]
- e) Other sources such as: [ARTEP 71-3 MTP, Task 71-3-2007/1, 2; 2004/2; AN]
  - (1) Aerial photographs.
  - (2) Prisoners, deserters, and civilian population.
  - (3) EW, radars, and sensors.
  - (4) Unmanned aerial vehicle (UAV).
  - (5) ASAS.
  - (6) TerraBase terrain analysis team.
  - (7) Artillery forward observers.
  - (8) Special operations forces (SOF) and division and corps long-range surveillance units (LRSUs).
  - (9) Overflights by friendly air sources.

- 5) The brigade S3 and brigade S3 section obtain operations information (e.g., changes to mission, enemy, terrain, troops, and time available [METT-T] and status of battlefield operating systems [BOS]) from: [FM 101-5, pp. C-8, C-9]
  - a) The brigade commander and higher headquarters. [ARTEP 71-3 MTP, Task 71-3-3001/1]
    - (1) Changes from the brigade commander to guidance, mission concept, priorities, and his requirements for operational information.
    - (2) FRAGOs/WARNOs from division.
    - (3) Situation updates from division.
      - (a) SITREPs.
      - (b) Responses on queries and requests submitted by the brigade.
      - (c) Changes to division situation which necessitate changes to brigade OPSEC posture.
      - (d) Changes to enemy situation (e.g., enemy reconnaissance activity, EW activity).
    - (4) Division and corps units requiring terrain in the brigade AO.
    - (5) Division main CP relating to determining effectiveness of brigade OPSEC measures. [ARTEP 71-3 MTP, Task 71-3-3014/1]
  - b) Subordinate units. [ARTEP 71-3 MTP, Task 71-3-3003/1, 2, 3]
    - (1) Subordinate units' OPLANs/OPORDs and graphics.
    - (2) Changes to subordinate units plans.
    - (3) Reports from subordinate units.
      - (a) Enemy contact.
      - (b) Current and projected strength and combat power.
      - (c) Status of task organization.

- (d) OPSEC reports.
- (e) Results of local security operations.
- (4) Requests for resources from subordinate units based on their mission analyses and determination of their needs.
- (5) Recommendations from subordinate commanders (TF, DS FA, engineer, FSB) on changes to the brigade plan based on their mission analyses, current status, and projected status.
- (6) Information about the current situation learned by eavesdropping on subordinate and adjacent units' command nets.
- (7) Information about adjusted maneuver plans from subordinate units.
- (8) Information about preparations in context of adherence to timelines.
- c) Other staff officers/LNOs. [ARTEP 71-3 MTP, Task 71-3-3003/2, 3; FM 101-5, App A]
  - (1) Information from the brigade S2 and brigade S2 section which confirms or refutes operations estimate of the situation required to achieve the brigade commander's intent.
  - (2) Updates from brigade S1/brigade S4.
    - (a) Personnel and unit status.
    - (b) Vehicle and equipment status.
    - (c) Status of all classes of supply.
    - (d) Replacement plan for personnel and equipment.
  - (3) Updates from brigade S5 on the status of CMO.
  - (4) Updates from the brigade FSO on employment plans and status of fire support assets.
  - (5) Updates from the assistant brigade engineer (ABE) on status of M/CM/S actions and unit status.

- (6) Updates from the brigade ALO on employment plans and status of CAS requests.
  - (7) Updates from the brigade AVLO on status and planned employment of attack, assault and cargo helicopter units.
  - (8) Updates from the Bde SO on the status of brigade communications links and systems.
  - (9) Updates from the brigade chemical officer (CMLO) on the status and planned employment of chemical units.
  - (10) Updates from the brigade ADO on the status and planned employment of air defense units.
- d) Brigade staff and TF units necessary to deconflict terrain requirements and projected locations for external and/or supporting units operating in the brigade area. [FM 101-5, Chap 3]
- 6) The brigade S3 Air, as chief of A2C2 element, obtains information from the brigade S2, FSE, air defense section, AVLO, ALO, and NGLO concerning airspace use. [ARTEP 71-3 MTP, Task 71-3-3012]
- 7) The brigade S5 and brigade S5 section (when assigned) obtain information about civil affairs requirements and resources, including: [FM 101-5, p. C-9; ARTEP 71-3 MTP, Task 71-3-5001, 5003, 5004]
- a) Changes to CMO guidance from higher headquarters.
  - b) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
  - c) The availability and acquisition of local personnel, materials, facilities, and support resources from host nation officials, local labor leaders, and owners of private property.
  - d) Estimates from subordinate commanders on whether the situation with civilians will interfere with military operations in their sectors.
- 8) The FSCOORD, brigade FSO, FSE section, and NGLO obtain fire support information. [FM 6-20, pp. 2-22, 2-23; FM 6-20-40, Chap 4; ARTEP 71-3 MTP, Task 71-3-9002/1b, 3; 9003/1a; 9004/1a]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.

- b) Intelligence information from the brigade S2, division FSE, and division artillery TOC.
  - (1) Enemy capabilities to attack the brigade with indirect fires.
  - (2) Responses to information and intelligence queries submitted by the brigade previously.
  - (3) Target acquisition assets and plans.
- c) Field artillery status from DS FA battalion S3.
  - (1) Current and projected locations of units.
  - (2) Current and projected unit weapons status.
  - (3) Current and projected ammunition status.
  - (4) Status and location of Q36 radar.
- d) Field artillery status from DIVARTY/division FSE.
  - (1) Organization for combat (including general support [GS] and general support reinforcing [GSR], field artillery).
  - (2) Locations and status of GS, GSR, batteries, and platoons.
  - (3) Status and locations of counter battery radars.
  - (4) Status and timing of meteorological support.
  - (5) Division or corps directed fire support coordination measures.
- e) Task organization, personnel and equipment status, and status of preparations from TF FSOs.
  - (1) Combat observation lasing teams (COLT).
  - (2) Fire support teams (FIST).
  - (3) Mortars.
  - (4) Supporting arms liaison teams (SALTs) of the air and naval gunfire liaison company (ANGLICO).



- f) Bottom-up refinements regarding projected locations, targets and timelines from TF FSOs for the following:
  - (1) Maneuver TFs.
  - (2) Scout platoons.
  - (3) COLTs and other observers.
  - (4) Final protective fires.
  - (5) Fire support coordination measures.
  - (6) Obstacle locations.
- g) Availability and locations of EW assets from brigade S2 and the DS MI company commander.
- h) Availability of NSF from the brigade NGLO.
- i) Information from the brigade ALO and AVLO.
  - (1) Employment plans and status for Army aviation (from AVLO).
  - (2) Availability of CAS support based on ATO from ALO.
  - (3) Status updates on availability and capability of tactical air control party (TACP) to coordinate and execute CAS from ALO.
  - (4) Aviation requirements for brigade fire support (e.g., suppression of enemy air defenses [SEAD] and attack helicopter battalion target lists based on routes, times, and fire support coordinating measures).
- j) Information necessary to refine plans for coverage of obstacles and adjustments to family of scatterable mines (FASCAM) employment from the ABE.
- k) Fire support requirements from the brigade S4 and FSB commander to support the BSA RACO.
- l) A2C2 information from the brigade S3 Air.

- 9) The brigade engineer, ABE, and ABE section obtain M/CM/S mission information. [FM 5-71-3, Chap 2; ARTEP 71-3 MTP, Task 71-3-8001/1, 2; 8003]
  - a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
  - b) Reports from the engineer battalion or TF engineers about status of equipment.
    - (1) Armored combat earthmovers (ACE).
    - (2) Armored vehicle launched bridges (AVLB).
    - (3) Mine clearing line charges (MICLIC).
    - (4) Mine clearing blades and rollers.
    - (5) Cleared lane mechanical marking system (CLAMMS).
  - c) Countermobility status:
    - (1) Obstacle/barrier construction starting and completion times from engineers and subordinate units.
    - (2) Status on delivery of construction and barrier material (class [CL] IV) and ammunition (CL V) materials from engineers and subordinate units.
    - (3) Updates on adherence to obstacle preparation timelines from engineers and subordinate units.
    - (4) Updates on preparations for FASCAM employment from the brigade FSO. [ARTEP 71-3 MTP, Task 71-3-8003]
    - (5) Information on target turnover to maneuver units.
  - d) Survivability status:
    - (1) Position construction starting and completion times from engineers and subordinate units.
    - (2) Updates on adherence to survivability position construction timelines from engineers and subordinate units.

- (3) Status of receipt of survivability materials from TF S4s.
- e) Mobility status:
  - (1) Updates on availability of engineer materials from the engineer battalion S4.
  - (2) Updates on availability of engineer systems (operational, non-operational) from engineer companies.
  - (3) Updates on availability of mobility equipment organic to brigade maneuver units (e.g., plows, rollers, breach kits) from TF S4s.
  - (4) Reports from engineer reconnaissance units and TF scouts on terrain and enemy obstacles.
- f) Task organization status from engineer and TFs, including adherence to established timelines.
- g) Intelligence information from engineer battalion headquarters.
- h) Information from the brigade S2 and brigade S2 section on weather, terrain, and other information which confirms or refutes estimates of engineer requirements.
- i) Information from brigade S4 and brigade S4 section on the delivery of CL IV/V materials.
- j) Changes to TF projected locations, M/CM/S requirements, and timelines.
- 10) The brigade CMLO and NBC section obtain information concerning friendly and enemy NBC status. [ARTEP 3-117-40 MTP; Task 3-4-0001; 0002, 0005/1]
  - a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
  - b) NBC warning and reporting system (NBCWRS) updates from division.
  - c) Status and location updates for NBC equipment and supplies from subordinate units and brigade S4.

- d) Availability, status, and location of decontamination, smoke, and reconnaissance assets from division CMLO.
  - e) NBC monitoring and surveillance reports from subordinate units.
  - f) Information from the brigade S2 and brigade S2 section which confirms or refutes estimate of NBC threat and requirements.
  - g) Changes to TF and subordinate units' plans in terms of projected locations, decontamination requirements, and timelines.
- 11) The brigade ADO obtains information on air defense requirements and resources. [ARTEP 71-3 MTP, Task 71-3-6001/1]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
  - b) Disposition of ADA assets from the ADA battalion commander and subordinate ADA elements.
  - c) AD weapons systems and ammunition status from supporting ADA elements.
  - d) Intelligence information from the ADA battalion.
  - e) Information from the brigade S2 and brigade S2 section which confirms or refutes estimate of AD requirements.
  - f) Weapons control status from the area air defense commander.
  - g) Air defense warning system updates from ADA battalion and division.
  - h) Changes in brigade air situation.
  - i) Changes or additions to USAF, Marine (USMC), Navy (USN) or Army aviation routes and schedules through the brigade sector.
  - j) A2C2 updates from division G3 A2C2 section.
  - k) Changes in positions or priorities of designated brigade assets to be defended.
  - l) Changes to brigade and subordinate units' projected locations, routes, and timelines.

- 12) The Bde SO and communications section obtain information concerning brigade communications requirements and capabilities. [ARTEP 71-3 MTP, Task 71-3-1101/1; 1102/1,4]
  - a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
  - b) Status of communications links from brigade CPs to division and other MSC CPs.
  - c) Disposition and status of divisional communications assets from the assistant division signal officer and signal battalion.
  - d) Updates from subordinate units on communications status.
    - (1) Status of communications links from brigade CPs.
    - (2) Equipment (secure and non-secure).
    - (3) SOIs.
    - (4) Availability of subordinate unit communications personnel and equipment.
  - e) Intelligence information from the division signal battalion headquarters.
  - f) Information from the brigade S2 and brigade S2 section.
    - (1) Which confirms or refutes estimate of communications requirements.
    - (2) Which updates enemy electronic and communication capabilities.
    - (3) Friendly EW operations.
  - g) Status reports from retransmission stations.
    - (1) Positioning.
    - (2) Equipment serviceability and capability.
    - (3) Communication ranges and dead spaces.

- h) Information from the brigade XO and brigade S3 about changes to proposed brigade CP locations and projected timelines.
  - i) Changes to TF and subordinate units' plans in terms of projected locations and timelines.
- 13) The Army AVLO obtains information about friendly air capabilities and plans. [ARTEP 71-3 MTP, Task 71-3-7001; ARTEP 71-3 MTP, Task 01-4-1311,1322]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
  - b) Updated status from the aviation brigade on helicopter availability, support, and plans.
  - c) Intelligence information from aviation brigade headquarters.
    - (1) Enemy AD weapons and electronics capabilities.
    - (2) Enemy ground to air threat.
    - (3) Enemy air to air threat.
  - d) Information from the brigade S2 and brigade S2 section which confirms or refutes estimate of weather constraints and enemy AD capabilities.
  - e) Information from the brigade FSO on SEAD, airspace coordination areas (ACAs), fires, and laser support for Army aviation operations.
  - f) Information from the brigade S3 and brigade S3 Air on concept for employment of Army aviation and desired effects.
  - g) Updates from division or the aviation brigade on aviation activities in the brigade sector (e.g., ingress or egress routes and times before/after a deep attack).
  - h) Status from the brigade ALO and air officer on flight operations.
    - (1) Times.
    - (2) Locations.
    - (3) Routes.

- i) Changes to TF and subordinate units' plans in terms of projected locations and timelines.
- 14) The brigade ALO and Marine air officer obtain information about friendly air plans and requirements. [FM 6-20-40, Chap 2, and p. A-9; FM 6-20-50, p. C-7; FM 71-3, Chap 3]
  - a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
  - b) Updated ATO information from division ALO about CAS (e.g., missions, times, routes).
  - c) Intelligence information through Air Force channels.
    - (1) Enemy AD weapons capabilities and electronics signatures.
    - (2) Enemy ground to air threat.
    - (3) Enemy air to air threat.
    - (4) Enemy ground activities.
  - d) Information from the brigade S2 and brigade S2 section which confirms or refutes estimate of weather constraints and enemy AD capabilities.
  - e) Information from the brigade FSO on SEAD, ACAs, fires, and lasing support requirements for friendly air operations.
  - f) Status from the brigade S3, brigade S3 Air, FSO, and AVLO concerning the concept for employment of joint air attack team (JAAT) and desired effects.
  - g) Status from the brigade AVLO on helicopter operations.
  - h) Changes to TF and subordinate units' projected locations and timelines.
- 15) The ALO or Marine air officer obtains information about requirements for, and capabilities of Marine/Navy air support. [FM 71-3, pp. 8-13; FM 6-20-40, p. A-26; FM 6-20-50, pp. C-25 - C-28]
  - a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.

- b) Availability/capability of Marine/Navy CAS.
  - c) Availability and times for general support naval gunfire from the NGLO or division naval gunfire officer.
  - d) Targeting information from the brigade FSE.
  - e) Mission timelines from the brigade FSE.
  - f) Fire support coordination and control measures from the brigade FSE.
  - g) A2C2 information from the brigade A2C2 cell.
- 16) The MP platoon leader obtains information on: [ARTEP 71-3 MTP, Task 71-3-1201/1]
- a) Changes from brigade commander to guidance, mission concept, priorities, and requirements for information.
  - b) Status of supporting MP forces.
  - c) Intelligence information from the brigade S2 and brigade S2 section regarding expected EPW rates.
  - d) Logistical information from the brigade S4 to support EPW holding areas (transportation, supplies, equipment, and medical).
  - e) Host nation military and civilian authorities regarding support of EPWs and EPW evacuation from the brigade S5.
  - f) Changes from brigade S3 regarding priorities for MP support for:
    - (1) Straggler and refugee control.
    - (2) Traffic control.
    - (3) EPW operations.
    - (4) Security operations.
- 17) The brigade S1 and brigade S1 section obtain personnel and administrative information. [ARTEP 71-3 MTP, Task 71-3-1001/1, 2; 1002/1, 3, 4; 1004/1; 1008/1; FM 101-5, p. C-5; FM 71-3, p. 8-5, 8-6, 8-17, 8-24]



- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
- b) Information from the brigade S2 and brigade S2 section which confirms or refutes estimates of personnel situation and casualty estimates.
- c) Personnel status from subordinate and supporting units.
  - (1) Personnel status reports.
  - (2) Critical military occupational specialty (MOS)/grade shortages.
  - (3) Absent without leave (AWOL) status.
  - (4) Casualty feeder reports.
  - (5) Accidents.
- d) Personnel information from division G1/Adjutant General (AG).
  - (1) Availability of replacements and replacement operations. (including weapons system replacement operations [WSRO]).
  - (2) Postal services.
  - (3) Morale, welfare and recreation (MWR) support.
- e) Morale and discipline indicators from division and brigade special staff officers.
  - (1) Uniform code of military justice (UCMJ) rates from staff judge advocate.
  - (2) Straggler and crime rates from provost marshal.
  - (3) Sick call and stress casualties from brigade surgeon.
  - (4) Complaint information from the inspector general.
  - (5) Feedback of leader and soldier concerns from the chaplains.
- f) FSB support capabilities from the FSB support operations center.

- g) Information from the MP platoon leader concerning EPW processing and evacuation requirements.
  - h) Information from the brigade S5 concerning CMO support requirements.
  - i) Changes to subordinate and "slice" unit plans in terms of projected locations and times.
- 18) The brigade S4 and brigade S4 section obtain logistical information. [ARTEP 71-3 MTP, Task 71-3-4001/1, 3; 4002; 4003; FM 101-5, p. C-9; FM 71-3, pp. 8-5, 8-17, 8-24]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and information requirements.
  - b) Information from the brigade S2 and brigade S2 section which confirms or refutes estimates of the logistical situation.
  - c) Logistics reports from subordinate and supporting units.
    - (1) Status of supplies.
    - (2) Equipment readiness.
    - (3) Task organization and status of CSS elements:
      - (a) FSB.
      - (b) Field trains command posts (FTCPs).
      - (c) Combat trains command posts (CTCPs).
  - d) Maintenance, transportation and supply updates from the division G4, division transportation officer and FSB support operations center (including plans for WSRO).
  - e) Availability of air transportation assets from the brigade S3 Air.
  - f) Information from the MP platoon leader concerning EPW support requirements.
  - g) Information from the brigade S5 concerning availability of host nation assets and CMO support requirements.

- h) Changes to subordinate and slice unit plans in terms of projected locations and times.
- 19) The brigade surgeon obtains medical information. [ARTEP 71-3 MTP, Task 71-3-1301/2, 3; 1302/1b]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and information requirements.
  - b) Information from the brigade S2 and brigade S2 section which confirms or refutes projections of the casualty situation.
  - c) Medical updates and aerial medical evacuation capabilities from the division surgeon.
  - d) CL VIII supply updates from the division medical supply officer.
  - e) Additional medical support capability from the main support battalion (MSB) and corps assets.
  - f) Subordinate and supporting unit medical support status.
    - (1) Positioning and readiness of medical assets.
    - (2) Capability to receive, triage and evacuate casualties.
  - g) Changes to subordinate and supporting unit plans in terms of projected locations and times.
  - h) Stress related casualties.
- 20) The FSB commander and support operations center obtain information about brigade CSS. [FM 63-20, Chap 3, 5, 6; FM 71-3, pp. 8-5, 8-6, 8-17, 8-18, 8-25]
- a) Changes from the brigade commander to guidance, mission, concept, priorities and information requirements.
  - b) Information from the brigade S2 and brigade S2 section which confirms or refutes estimates of the CSS situation.
  - c) Changes to guidance, priorities and requirements from the division support command (DISCOM) commander.
    - (1) CSS task organization.

- (2) Tasks to provide CSS support to division and corps units.
  - d) Information from the MSB regarding backup CSS support.
  - e) Information from the division material management center (DMMC) concerning supply and maintenance management support.
  - f) Information from supported units regarding their requirements.
  - g) Information on corps/division CSS assets in the brigade rear.
  - h) Information from all organizations in the BSA (for defense and terrain management).
  - i) Information from FSB subordinate elements about their preparations for the battle and capability to provide required CSS.
- 21) The brigade HHC commander obtains information necessary to support the main and tactical CPs. [ARTEP 71-3 MTP, Task 71-3-1501]
  - a) Obtains changes to brigade commander guidance, mission concept and information requirements from the brigade XO.
  - b) Obtains information from the brigade S2 and brigade S2 section which confirms or refutes enemy threat to the main CP.
  - c) Obtains anticipated movement times and projected locations for the main and TAC CPs from the brigade XO and brigade S3.
  - d) Obtains information from attachments/supporting agencies concerning space, supply and support requirements.
- b. The brigade CPs and staff support synchronization by evaluating acquired information and updating products. [FM 63-20, Chap 3 and 6; FM 101-5, Chap 6; ARTEP 1-100 MTP; ARTEP 3-117-40 MTP; ARTEP 71-3 MTP; LL-CALL Newsletter 90-8, Winning In The Desert, p. 24; LL-CALL CTC Bulletin 93-4, p. 9]
  - 1) The brigade CSM: [AN]
    - a) Evaluates brigade combat preparations and identifies special concerns of the brigade commander.
    - b) Updates the brigade commander on his observations.
    - c) Evaluates extent of preparation versus desired endstate/time.

- 2) The brigade XO: [AN]
  - a) Evaluates the quality and timelines of information being acquired in meeting the information needs.
  - b) Updates his guidance to the staff on information shortfalls.
  - c) Evaluates extent of preparation versus desired end state/remaining time.
  - d) Convenes targeting and A2C2 cells as required.
- 3) The brigade S2 and brigade S2 section: [ARTEP 71-3 MTP, Task 71-3-2002, 2003, 2005, 2006]
  - a) Evaluate intelligence information: [ARTEP 71-3 MTP, Task 71-3-2002/1; 2003/1, 2; 2004/1; 2005]
    - (1) Changes to guidance/direction and information.
    - (2) Comparison of desired brigade endstates with current intelligence situation, trends, and IPB.
    - (3) Information which:
      - (a) Identifies answers to brigade CCIR, PIR, and IR.
      - (b) Confirms or refutes IPB information relative to achieving the commander's intent: NAIs and TAIIs.
      - (c) Compares known enemy activity with projected enemy course(s) of action (COA).
      - (d) Identifies the enemy:
        - 1 Composition.
        - 2 Disposition.
        - 3 Location.
        - 4 Strength (losses) and present capabilities.
        - 5 Indications of possible enemy intent.

- 6 Enemy reaction to friendly operations.
- 7 Adherence to or deviation from postulated enemy.
- (4) R&S plan/operations as to whether they continue to meet the brigade commander's intent.
  - (a) Positioning of assets to collect PIR and IR.
  - (b) Positioning of assets to maintain constant observation of NAIs and TAIs.
  - (c) Positioning of assets to detect and track HPTs, provide observation for attack of HPTs, and provide battle damage assessment (BDA) on HPT following attack.
- (5) Indicators of enemy intentions:
  - (a) NBC weapons usage or activity as prelude to offensive operations.
  - (b) Presence of reconnaissance forces as prelude to attack.
  - (c) Conduct of counter-reconnaissance preparations as an indicator of defense.
  - (d) Presence and massing of maneuver forces as initiation of offensive operations.
  - (e) Increase of enemy helicopter activity as indication of air assault operations.
  - (f) Increase in enemy fighter activity and massing of transport fixed wing aircraft as indicators of airborne assault or start of offensive operations.
  - (g) Increase of enemy field artillery and rocket unit activity.
  - (h) Presence and nature of activity of enemy engineer systems.

- (i) Meaconing, interference, jamming, interception (MIJI) and other changes in enemy electromagnetic activity as prelude to offensive operations.
    - (j) Changes to enemy activities (levels, patterns).
  - b) Deduce:
    - (1) Changes to current enemy COAs.
    - (2) Possible future enemy COAs.
  - c) Evaluate changes in situation which should lead to convening the targeting and/or A2C2 teams. [AN]
  - d) Update intelligence products. [ARTEP 71-3 MTP, Task 71-3-2003/2; 2006/2, 3]
    - (1) Intelligence estimate (may or may not be in written form).
    - (2) Situation template.
    - (3) Event template.
    - (4) Modified combined obstacle overlay (MCOO), in coordination with the brigade S3, brigade engineer section and NBC section.
    - (5) Intelligence portion of the decision support matrix (DST).
    - (6) Intelligence collection plan.
    - (7) Database.
    - (8) Intelligence overlays and graphics.
    - (9) Enemy order of battle (OB).
    - (10) Brigade INTSUMs.
    - (11) Intelligence journal/log.
- 4) The brigade S3 and brigade S3 section: [ARTEP 71-3 MTP, Task 71-3-3003; LL-CALL Newsletter 90-8, Sep 90, p. 25; LL-CALL Bulletin No. 4, Command and Control, Feb 87]

- a) Evaluate information: ARTEP 71-3 MTP, Task 71-3-3003/1, 3]
  - (1) Changes to guidance/direction and information.
  - (2) Information which confirms or refutes IPB information which may affect achieving the commander's intent.
  - (3) Comparison of desired brigade endstates with what is possible based on current brigade operations, current plans, and planning, and progress of preparations.
    - (a) Maneuver units status.
    - (b) Fire support status.
    - (c) M/CM/S support status.
    - (d) CSS status.
    - (e) Air defense status.
  - (4) Impact of changes to the brigade maneuver operations on subordinate units' maneuver operations.
  - (5) Changes to adjacent unit operations which might affect brigade operations.
  - (6) Brigade OPSEC status based on information received from division and internal brigade sources.
- b) Evaluate changes to the situation which should lead to convening the targeting and/or A2C2 teams. [AN]
- c) Update operations products. [ARTEP 71-3 MTP, Task 71-3-3003]
  - (1) The DST, in conjunction with the brigade S2, brigade XO, and commander.
  - (2) Synchronization matrix.
  - (3) The operations overlay for brigade, division, and adjacent units.
  - (4) Assist the S2 in updating the MCOO.



- (5) Updates operations estimate (may or may not be in written form).
  - (6) Brigade status boards and charts which record combat power.
  - (7) Timeline of brigade operations
  - (8) Brigade operations journal/log.
  - (9) The current operations and intelligence map.
  - (10) NBC map.
  - (11) The situation template overlay.
  - (12) Event template overlay.
  - (13) CSS overlay.
  - (14) Plans map with overlay for future operations.
  - (15) FSE map with fire support overlay and fire support execution matrix (FSEM).
  - (16) TACP map (ALO assistance).
- 5) The brigade S5 and S5 section: [ARTEP 71-3 MTP, Task 71-3-5001]
- a) Evaluate newly obtained information:
    - (1) Changes to guidance and direction.
    - (2) Comparison of desired brigade endstates with what is possible based on the civil affairs situation and trends.
    - (3) The impact of the civilian population on the activities and mission of the brigade.
    - (4) The impact of enemy activity on the civilian population and resources/ facilities.
    - (5) The impact of brigade combat activities on the civilian population.

- b) Update civil-military operations estimate (may or may not be in written form).
- 6) FSCoord, brigade FSO, brigade FSE section, and NGLO: [ARTEP 71-3 MTP, Task 71-3-9001, 9002]
  - a) Evaluate information. [ARTEP 71-3 MTP, Task 71-3-9001/2, 3]
    - (1) Changes to guidance/direction.
    - (2) Current fire support capability to support brigade operations and implement the fire support plan.
    - (3) Changes to the brigade fire support plan which ensure synchronization with TF fire support plans.
    - (4) Changes to field artillery task organization and locations or GS and GSR FA units, or Navy ships.
    - (5) Information which confirms or refutes IPB information relative to achieving the commander's intent.
    - (6) Changes to engineer FASCAM requirements on the fire support plan.
    - (7) Changes to Army aviation and AF requirements which cause refinements to the fire support plan.
    - (8) Restrictive fire measures imposed by division or other headquarters.
    - (9) Availability of CAS and possible targets.
    - (10) A2C2 considerations.
    - (11) BDA and other effects of indirect fires (e.g., smoke).
  - b) Evaluate changes to the situation which should lead to convening the targeting and/or A2C2 teams. [AN]
  - c) Update fire support products. [ARTEP 71-3 MTP, Task 71-3-9002]
    - (1) Fire support estimates (may or may not be in written form) to include:

- (a) Status of firing elements.
    - (b) Displacement of DS or other friendly artillery throughout the AO.
    - (c) Fire support plan.
    - (d) Observation plan.
    - (e) Dispositions, status, and activities of fire support assets under brigade control.
  - (2) FSEM.
  - (3) Target lists.
  - (4) HPT list.
  - (5) Fire support graphics.
  - (6) Priority targets.
  - (7) Fire support coordinating measures.
  - (8) Aviation plan (with ALO and AVLO):
    - (a) ACAs.
    - (b) SEAD.
  - (9) Attack guidance matrix.
- 7) The brigade engineer, ABE, and engineer section: [ARTEP 71-3 MTP, Task 71-3-8001, 8005]
- a) Evaluate information. [ARTEP 71-3 MTP, Task 71-3-8005]
    - (1) Changes to guidance/direction.
    - (2) Desired brigade endstates with what is possible based on current M/CM/S situation and trends.
    - (3) Progress on engineer tasks compared to timelines and required endstates.

- (4) Information which confirms or refutes IPB information relative to achieving the brigade commander's intent.
- (5) Answers to intelligence queries which alter initial enemy engineer capabilities and assessment:
  - (a) Changes to enemy mobility capabilities to determine impact on brigade countermobility and survivability plans.
  - (b) Changes to enemy countermobility actions or capabilities to determine impact on brigade mobility plan and task organization.
  - (c) Changes to enemy survivability measures or capabilities to determine impact on brigade mobility, direct fire, and indirect fire plans (through coordination with brigade S3 and FSO).
- (6) Changes in operations versus plans by subordinate units.
- (7) Estimates of mobility based on differences in terrain from initial IPB or the effect of current weather on the terrain.
- (8) Adequacy of CL IV and V barrier material to support operations.
- b) Evaluate changes to the situation which should lead to convening the targeting teams.
- c) Update engineer products. [ARTEP 71-3 MTP, Task 71-3-8001]
  - (1) Updates engineer estimate (may or may not be in written form).
  - (2) Priorities and schedules for engineer effort.
  - (3) Survivability position and obstacle graphics.
  - (4) Engineer timelines.
  - (5) FASCAM employment plan.
  - (6) Assist the S2 in updating the MCOO.

- 8) The brigade CMLO and NBC section: [ARTEP 71-3 MTP, Task 3-4-0003, 0004, 0007, 0017]
  - a) Evaluate information. [ARTEP 71-3 MTP, Task 3-4-0004, 0007]
    - (1) Changes to guidance/direction and information.
    - (2) Desired brigade endstates with what is possible based on current NBC situation and trends.
    - (3) Information which confirms or refutes IPB information relative to achieving the brigade commander's intent.
    - (4) Answers to intelligence queries which alter initial assessment of enemy NBC capabilities.
    - (5) Brigade decontamination capabilities.
    - (6) Brigade NBC reconnaissance capabilities.
    - (7) Brigade capability to conduct smoke operations.
    - (8) Adjustments to subordinate units operations which affect brigade NBC plans.
    - (9) Changes to divisional defensive NBC capabilities.
  - b) Update NBC products. [ARTEP 71-3, Task 3-4-0003; 0017]
    - (1) Updates NBC estimate (may or may not be in written form).
    - (2) MOPP analysis.
    - (3) Enemy NBC capabilities.
    - (4) NBC equipment and supplies inventories.
    - (5) NBC overlays and graphics.
    - (6) Contaminated areas portion of MCOO (provided to brigade S2).
- 9) The brigade ADO: [ARTEP 71-3 MTP, Task 71-3-6001, 6002]
  - a) Evaluates information: [ARTEP 71-3 MTP, Task 71-3-6001/1]

- (1) Changes to guidance, priorities, direction, and information.
  - (2) Current AD situation and trends compared with desired brigade endstates.
  - (3) Information which confirms or refutes IPB and which may affect achieving the brigade commander's intent.
  - (4) Answers to intelligence queries which alter initial assessment of enemy air capabilities.
  - (5) Friendly air and A2C2 (CAS, Army aviation).
  - (6) Adjustments to subordinate unit operations which affect brigade air defense plans.
  - (7) Changes to locations and air defense coverage by divisional air defense assets.
- b) Evaluates changes to the situation which should lead to convening the targeting and/or A2C2 teams. [AN]
- c) Updates air defense products. [ARTEP 71-3 MTP, Task 71-3-6001/3; 6002/1d]
- (1) Updates air defense estimates (may or may not be in written form).
  - (2) Graphics of high to medium air defense (HIMAD) coverage and locations of ADA battery assets.
  - (3) Graphics of friendly air corridors.
  - (4) Graphics of probable enemy air routes into the brigade area, in conjunction with the brigade S2.
  - (5) Brigade weapons control and air defense warning status.
- 10) The Bde SO and brigade communications section: [ARTEP 71-3 MTP, Task 71-3-1102, 1103]
- a) Evaluate information. [ARTEP 71-3 MTP, Task 71-3-1103/3]
- (1) Changes to guidance/direction and information.

- (2) Current communication situation and trends are compared with desired brigade endstates.
  - (3) Information which confirms or refutes IPB information relative to achieving the brigade commander's intent.
  - (4) Answers to intelligence queries which alter initial estimate of enemy electronic and communications capabilities.
  - (5) Adjustments to brigade CPs and subordinate units operations which have an effect on brigade communications.
  - (6) Results of communications checks.
- b) Update communications products. [ARTEP 71-3 MTP, Task 71-3-1102/2, 3]
  - (1) Updates signal estimates (may or may not be in written form).
  - (2) Communications network overlay, area coverage overlay, and dead space overlay.
  - (3) SOIs.
- 11) The brigade AVLO: [ARTEP 71-3 MTP, Task 71-3-7001/3; ARTEP 1-100-MTP, 1322]
  - a) Evaluates information. [ARTEP MTP, Task 71-3-7001/3; ARTEP 1-100-MTP, 1322]
    - (1) Changes to guidance/direction and information.
    - (2) Current aviation situation, trends, and allocated Army aviation support for brigade mission are compared with desired brigade endstates.
    - (3) Information which confirms or refutes IPB information relative to achieving the brigade commander's intent.
    - (4) Answers to intelligence queries which alter initial assessment of enemy air and air defense capabilities, objective area or engagement area (EA), and targets.
    - (5) New information which impacts on Army aviation employment and CAS operations.

- (a) Adjustments to fire support plans which affect Army aviation employment plans.
  - (b) Changes to weather.
  - (c) Changes to enemy ADA capabilities.
  - (d) Changes to Army aviation employment under control of the division and the aviation brigade.
  - (e) Changes to availability of CAS aircraft for JAAT operations.
- b) Evaluates changes to the situation which should lead to convening the targeting and/or A2C2 teams. [AN]
- c) Updates Army aviation products. [ARTEP 71-3 MTP, Task 71-3-7001/3; ARTEP 1-100-MTP, 1322]
  - (1) Aviation estimate (may or may not be in written form).
  - (2) Army aviation plan.
  - (3) SEAD and indirect fire support plans (with brigade FSO).
- 12) The brigade ALO: [FM 101-5, p. 6-45]
  - a) Evaluates information: [FM 101-5, p. 6-45]
    - (1) Changes to guidance/direction and information.
    - (2) Changes to the ATO affecting the availability of CAS.
    - (3) Current tactical air situation, trends, and allocated CAS support from the ATO are compared to desired brigade endstates.
    - (4) Information which confirms or refutes IPB information which may affect achieving the brigade commander's intent.
    - (5) Answers to intelligence queries which alter initial assessment of enemy air and air defense capabilities as well as CAS targets.
    - (6) A2C2 information which impacts on planned ACAs, CAS employment, and integration with Army aviation operations.



- (7) Changes to weather.
  - (8) Changes to enemy ADA capabilities.
  - (9) Adjustments to the brigade plan and Army aviation employment.
- b) Evaluates changes to the situation which should lead to convening the targeting and/or A2C2 teams. [AN]
- c) The brigade ALO, in coordination with the Marine air officer, updates CAS products. [FM 6-20-40, Chap 2]
  - (1) CAS estimate (may or may not be in written form).
  - (2) Target lists for preplanned CAS.
- 13) The MP platoon leader: [ARTEP 71-3 MTP, Task 71-3-1201/1; 1202/1]
  - a) Evaluates information: [ARTEP 71-3 MTP, Task 71-3-1201/1; 1202/1]
    - (1) Changes to guidance/direction and information.
    - (2) Current MP situation and trends are compared to desired endstates.
    - (3) Answers to intelligence queries.
  - b) Updates MP products: [ARTEP 71-3 MTP, Task 71-3-1201/1]
    - (1) Straggler/refugee control plans.
    - (2) Traffic control plans.
    - (3) EPW/counterintelligence (CI) plan.
- 14) All brigade CSS officers and sections (brigade S1, brigade S4, surgeon and FSB commander): [FM 63-20, Chap 3 and 6; ARTEP 71-3 MTP, Task 71-3-1002; 1003; 1004; 1008; 1009; 4001; 4002; 4003; 1301]
  - a) Evaluate information.

- (1) Compare desired brigade endstate with current and projected personnel, maintenance, transportation, medical, and supply status.
    - (a) Adequacy of CSS for the brigade main effort.
    - (b) Adequacy of CSS for the brigade secondary effort.
  - (2) Information which confirms or refutes EEFI and other IPB information which may affect achieving the brigade commander's intent.
  - (3) Answers to intelligence queries requested by CSS officers.
  - (4) Adjustments to subordinate and supporting unit's operations.
  - (5) Additional requirements for medical treatment and evacuation.
  - (6) Forecast of future sustainment levels based on known resupply of critical CL III (petroleum, oil, and lubricants) and V requirements.
  - (7) Requirements for emergency resupply of units engaged in the close battle.
  - (8) Enemy activity.
  - (9) Status of the brigade lines of communication (LOC).
- b) Update CSS products.
- (1) Brigade S1 section updates personnel information. [ARTEP 71-3 MTP, Task 71-3-1002/1, 3; 1003/1; 1004/2; 1008; 1009]
    - (a) Updates personnel services estimate (may or may not be in written form).
    - (b) Personnel status of subordinate and supported units.
    - (c) Casualty feeder reports.
    - (d) Personnel priorities as directed by the brigade commander.

- (2) Brigade S4 section updates logistical information. [ARTEP 71-3 MTP, Task 71-3-4001; 4002; 4003]
  - (a) Maintenance, supply and transportation portions of updated logistics estimates (may or may not be in written form).
  - (b) Supply:
    - 1 Percent fill of combat basic loads.
    - 2 Configuration and location of immediate and emergency resupply (CL III and V) loads and push packages.
    - 3 Adequacy of CSS supply assets.
    - 4 Supply priorities as directed by the brigade commander.
    - 5 Establishment and fill of stockpiles and caches.
  - (c) Maintenance:
    - 1 Number and type of equipment systems on hand and operational.
    - 2 Systems non-mission capable and repairable.
    - 3 Projections for repair and return of fighting vehicle and other essential equipment.
    - 4 On-hand CL IX (repair parts and components), authorized stockage list (ASL) and prescribed load list (PLL) stockage levels.
    - 5 Maintenance priorities and guidelines as directed by the brigade commander.
  - (d) Transportation:
    - 1 Schedules and priorities.
    - 2 Status of supplies, equipment, and materials requiring transport.

- 3 Availability of ground transport assets.
  - 4 Availability of air transport assets.
  - 5 Status of logistics packages (LOGPAC).
  - 6 Transportation recovery and back-haul plans.
  - 7 MSR and ASR traffic and route conditions.
- (3) The brigade surgeon updates medical information: [ARTEP 71-3 MTP, Task 71-3-1301/3]
- (a) Medical evacuation capabilities.
  - (b) CL VIII stocks and resupply activities.
  - (c) Reinforcement and reconstitution of medical assets.
  - (d) Disposition and capability of brigade medical assets.
  - (e) Medical priorities as directed by the brigade commander.
- (4) The FSB commander and FSB support operations center update CSS information. [FM 63-20, Chap 3, 5, 6]
- (a) Tasks to subordinate units to support the brigade's current and future operations.
  - (b) Tasks to subordinate units to support division and corps units operating in the brigade sector.
  - (c) Rear area security plans.
    - 1 Threat (levels I, II and III from brigade S2).
    - 2 Base and base cluster defense plans integrated with brigade security plans.
    - 3 Forces available for local security operations and reaction force.
    - 4 Aviation and indirect fire support.

5 Communications capabilities.

- 15) The HHC commander evaluates information.
  - a) Evaluates capability to move, secure and support the main and TAC CPs.
  - b) Provides assessment of capabilities versus requirements to move, secure and support the main and TAC CPs to the brigade XO.
- c. The brigade CPs maintain status based upon updated products from the brigade staff. [FM 71-3, p. 3-20 - 3-25; LL-CALL "News From The Front," Apr 94]
  - 1) Command group/TAC CP maintains status. [FM 71-3, pp. 3-20 - 3-25]
    - a) Information which supports the CCIR.
    - b) Current and projected combat power status of subordinate units (e.g., green-amber-red).
    - c) Current operations and intelligence map.
      - (1) Operations overlay (brigade, higher, and adjacent units).
      - (2) Intelligence overlay.
        - (a) Situation template.
        - (b) Event template.
      - (3) MCOO.
      - (4) Fire support overlay.
    - d) DST.
    - e) Synchronization tools (e.g., matrix, checklist, operations schedules).
    - f) FSEM.
    - g) Status of key communications links.
    - h) Information required to serve as alternate main CP.
  - 2) Main CP maintains status. [FM 71-3, p. 3-20 - 3-25]

- a) Information which supports the CCIR.
- b) Current operations and intelligence map.
  - (1) Operations overlay (brigade, higher and adjacent units).
  - (2) Intelligence overlay.
    - (a) Situation template.
    - (b) Event template.
  - (3) MCOO.
  - (4) NBC overlay.
  - (5) Fire support overlay.
  - (6) A2C2 overlay.
- c) CSS overlays and information per brigade standing operating procedures (SOP).
- d) Intelligence information from division and higher headquarters.
- e) Dispositions of collection assets.
- f) Information on external units conducting R&S and security operations to prevent fratricide.
- g) Dispositions and status of patrols and other R&S and security forces.
- h) Status of preparation activities to ensure compliance with stated mission timelines.
- i) Current and projected combat power status of subordinate units (e.g., green-amber-red).
- j) Status on task organization (into the brigade, within the brigade, and detachments out of the brigade).
  - (1) R&S and security forces.
  - (2) TFs.

- (3) Fire support systems.
- (4) Engineer assets.
- (5) Ground surveillance radar and other radar systems.
- (6) ADA assets.
- (7) MPs.
- (8) NBC reconnaissance, decontamination, and smoke assets.
- k) Obstacle and survivability position construction and progress as compared to timelines.
- l) Utilization of engineer assets and materials as compared to timelines.
- m) DST.
- n) FSEM.
- o) Plans map (with overlays for future operations).
- p) Synchronization matrix.
- q) Journals/log.
- r) Status of key communications links.
- 3) Rear CP maintains status. [ARTEP 71-3 MTP, p. 3-20 - 3-25]
  - a) Information which supports the CCIR.
  - b) Current operations and intelligence map.
    - (1) Operations overlay (brigade, higher and adjacent units).
    - (2) Rear operations, security, and threat overlay.
    - (3) Intelligence overlay.
      - (a) Situation template.
      - (b) Event template.

- (4) MCOO.
  - (5) Fire support overlay.
- c) DST.
- d) CSS situation map and overlays.
  - (1) MSR and ASR.
  - (2) CSS locations, current and projected.
  - (3) Decontamination sites.
- e) Synchronization matrix.
- f) FSEM.
- g) BSA security plans.
- h) CSS staff journal.
- i) Current and projected personnel and equipment status.
  - (1) Personnel strength.
  - (2) Operational equipment strength.
  - (3) Status of supplies.
  - (4) Casualties.
  - (5) Replacement personnel status/location.
  - (6) Damaged and nonmission capable (NMC) vehicles and equipment.
- j) Location and evacuation of EPW and their equipment.
- k) Location and evacuation of displaced persons.
- l) Status of key communications links.
- m) Identification and location of CSS units operating in the brigade rear to include non-brigade units/elements.



- d. The brigade CPs and staff support synchronization by communicating information to the commander, other staff members, and to anyone else who needs it. [FM 6-20-40, p. 26; FM 6-20-50, App C; FM 71-3, Chap 3 and 8; FM 71-123, Chap 1; FM 101-5, Chap 5 and 6, App A, B and L; ARTEP 1-100 MTP; ARTEP 3-117-40 MTP; ARTEP 71-3 MTP; FN-NTC]
  - 1) All brigade staff officers and staff sections disseminate information. [FM 71-3, Chap 3, 8, and App H; FM 71-123, Chap 1; FM 101-5, Chap 5]
    - a) Timely recommendations to the commander on critical synchronization actions.
    - b) Critical information needed to:
      - (1) Coordinate brigade synchronization.
      - (2) Monitor the situation.
      - (3) Keep higher and adjacent headquarters informed.
      - (4) Influence their areas of responsibility.
    - c) All staff officers remain alert for, and ensure that critical information they receive is passed to other staff officers who require the information as soon as it is received.
  - 2) The brigade S2 and brigade S2 section assist the brigade commander to synchronize preparation for the battle by communicating enemy's situation, evaluations of enemy capabilities, and analyses of PIR, IR, and routine information.
  - 3) The brigade S3 and brigade S3 section assist the brigade commander to synchronize preparation for the battle by communicating: [ARTEP 71-3 MTP, Task 71-3-3003/2, 3; CTC Bulletin 95-4, Chap 1]
    - a) Updated products:
      - (1) WARNOs/FRAGOs.
      - (2) Coordinating instructions.
      - (3) Reports of the brigade situation.
      - (4) Evaluations of brigade state of preparedness.

- (5) Answers to CCIR and IR.
- b) Information regarding units' requirements for use of terrain in the brigade area that impact on current operations.
- c) Information to adjacent units to coordinate: [ARTEP 71-3 MTP, Task 71-3-3003/3c]
  - (1) Zones of attack or axes of advance, objectives, bypass criteria, and actions on contact.
  - (2) Battle handover location, criteria, and time or event at which handover is complete.
  - (3) Checkpoints, coordination points, phase lines, and contact points.
  - (4) Direct and indirect fire plans, A2C2 information, control measures, and restrictive fire lines.
  - (5) Location and activities of brigade R&S/counter reconnaissance elements.
- d) Mission information from other staff members (internal and external) which impacts on the maneuver plan.
  - (1) Disposition and location of the brigade combat power.
  - (2) Brigade activities.
  - (3) Brigade capabilities.
  - (4) Status of personnel, equipment, and resupply.
  - (5) Intentions of the brigade commander.
  - (6) Unit boundaries.
  - (7) Current situation.
- e) Information on future operations.
- f) Significant changes to enemy situation.

- g) Recommendations and decisions concerning shift of main effort, priorities, and synchronization of combat power.
- 4) The brigade S5 assists the brigade commander to synchronize preparation for the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-5001/2]
- a) CMO situation and analysis of CCIR, IR, and routine information.
  - b) Civilian activity in the brigade's area of operations that will affect synchronization.
- 5) The brigade FSCoord, FSO, FSE, and NGLO assist the brigade commander to synchronize preparation for the battle by: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-9002/2, 3]
- a) Communicating:
    - (1) Brigade fire support situation and analysis of CCIR, IR, and routine information.
    - (2) NSF support situation.
  - b) The brigade FSO and FSE section coordinate with adjacent and higher FSEs and DS FA battalion headquarters to: [ARTEP 71-3 MTP, Task 71-3-9002/2]
    - (1) Ensure that planned brigade fire support will not interfere with other fire support systems, will not disrupt adjacent unit operations, and will not jeopardize troop safety.
    - (2) Ensure that fire support information and products (e.g., target lists, FSEM, and CAS requests) are exchanged and refined.
    - (3) The brigade FSO and FSE section coordinate with the brigade S3 and TF FSOs to verify: [ARTEP 71-3 MTP, Task 71-3-3001/2]
      - (a) Control measures delineating mutual boundaries.
        - 1 Directed by division.
        - 2 Internal boundaries (TFs, scouts, security forces).

- (b) Air space control measures.
  - (c) Fire support coordinating measures.
  - (d) Signals and conditions under which restrictive measures will be emplaced or lifted.
- 6) The ABE section assists the brigade commander to synchronize preparation for the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-8005/2]
  - a) The brigade engineer situation, analysis of CCIR, IR, and routine information to other brigade staff sections and external headquarters/staff officers.
  - b) The ABE section coordinates with brigade units and TF engineers to ensure that mobility operations are in accordance with the brigade order. [ARTEP 71-3 MTP, Task 71-3-8005/1]
    - (1) Sufficient engineer obstacle (natural and man-made) breaching equipment has been allocated to and coordinated with maneuver forces to ensure maintaining brigade momentum.
    - (2) Smoke and suppressive fires have been planned at critical breaching sites.
    - (3) MSRs and ASRs can be maintained allowing the brigade to sustain combat operations.
  - c) The ABE section coordinates with brigade units and TF engineers to ensure that countermobility operations are in accordance with the brigade order. [ARTEP 71-3 MTP, Task 71-3-8002/2]
    - (1) Obstacles support the brigade scheme of maneuver and subordinate unit tactical plans, reinforce engagement areas, and are tied in to other obstacles and terrain.
    - (2) All obstacles are covered by observation, direct fires, and indirect fires.
    - (3) Control measures are established.
    - (4) Existing obstacles' locations and types are recorded, including lanes and passage points.

- (5) Obstacle security is maintained by unit responsible for the obstacle.
- d) The ABE section coordinates with TF engineers to ensure that types and locations of required survivability positions are in accordance with the brigade order. [ARTEP 71-3 MTP, Task 71-3-8002]
  - (1) Position construction is based on priority (including positions for security force units).
  - (2) Locations are jointly sited by:
    - (a) Maneuver commanders (responsible for site selection).
    - (b) Engineer leaders (responsible for providing equipment, material, expertise, and for preparation to standard of vehicle positions).
- e) The ABE section coordinates with adjacent units and the assistant division engineer: [ARTEP 71-3 MTP, Task 71-3-8005/1]
  - (1) To exchange information on obstacle status, type, and location.
  - (2) To ensure that division-directed obstacle requirements are satisfied.
  - (3) To exchange information on mobility plans and requirements (brigade, division).
- 7) The brigade CMLO and NBC section assist the brigade commander to synchronize preparation for the battle by communicating: [FM 101-5, App A; Task 3-4-0007; 0009; 0016]
  - a) The brigade NBC situation and analysis of CCIR, IR, and routine information.
  - b) The brigade CMLO coordinates with the division CMLO and supporting reconnaissance, smoke, and decontamination units to confirm and organize plans and preparations. [MTP 3-4-0005]
- 8) The brigade ADO assists the brigade commander to synchronize preparations for the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-6001/1, 6002]

- a) The brigade ADA situation and analysis of CCIR, IR, and routine information.
- b) The brigade ADO coordinates with higher headquarters, adjacent units, and ADA battalion headquarters. [ARTEP 71-3 MTP, Task 71-3-6002/2, 3]
  - (1) Coordinates with division A2C2 section and adjacent units to confirm scheme of maneuver, identification, friend, or foe (IFF) codes, and air defense weapons area coverage.
  - (2) Confirms weapons control status with higher and adjacent units.
  - (3) Confirms events and reporting systems which will cause the brigade to upgrade weapons control status.
- 9) The Bde SO and communications section assist the brigade commander to synchronize preparations for the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-1102/4]
  - a) Brigade communications situation and other routine information to other brigade staff sections and external headquarters/staff officers.
  - b) With adjacent units and the signal battalion headquarters. [ARTEP 71-3 MTP, Task 71-3-1102/4]
    - (1) Confirms allocation and locations of signal assets and capabilities.
    - (2) Acquires signal equipment to supplement brigade CPs and subordinate units which require special communications equipment.
- 10) The brigade AVLO assists the brigade commander to synchronize preparations for the battle by communicating: [ARTEP 71-3 MTP, Task 71-3-7001/3; ARTEP 1-100-MTP, 1322]
  - a) The brigade Army aviation situation to other brigade staff sections and external headquarters/staff officers.
  - b) Time on station for attack helicopters for specific missions.
  - c) A2C2 information.

- 11) The brigade ALO and Marine air officer assist the brigade commander to synchronize preparations for the battle by communicating: [FM 101-5, App A]
  - a) CAS situation and routine information to other brigade staff sections and external headquarters/staff officers.
  - b) Time on station for CAS sorties in support of specific targets.
  - c) A2C2 information.
- 12) The MP platoon leader assists the brigade commander to synchronize preparations for the battle by communicating the brigade MP situation and routine information to other brigade staff sections and external headquarters. [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-1201/1]
- 13) The brigade rear CP (brigade S1 and brigade S4 officers and sections) assists the brigade commander to synchronize preparations for the battle by communicating: [FM 101-5, App A]
  - a) Status of CL III, IV, and V supplies that will affect the current battle.
  - b) With brigade staff and brigade units:
    - (1) To identify additional requests for support.
      - (a) Transportation assets.
      - (b) Medical augmentation.
      - (c) Maintenance support for vehicles and weapons systems and for recovery of damaged vehicles or return of repaired vehicles.
    - (2) To coordinate the transportation of supplies and cargo through brigade units.
    - (3) To coordinate routine, emergency, and critical resupply operations (e.g., delivery times, types, and quantities of supplies required).
    - (4) To coordinate reception and processing of replacements.
    - (5) To track evacuation of personnel and casualties.
    - (6) To process awards, decorations, promotions, and legal actions.

- (7) To coordinate for security and protection of CSS units operating forward.
3. **The brigade commander visualizes the battlefield.** [TRADOC Pam 11-9, Chap 7 and App D; ARTEP 71-3 MTP, Chap 3, 5; FM 71-100, Chap 1, 6; FM 100-5, Chap 1, 3, 4, App B, D, H; FM 71-3, Chap 1, 3, 8, App I, H; Battle Command Techniques and Procedures, (April 21, 1995), Chap 2, 4, 5; Battle Command (April 11, 1994); LL-CALL Compendium, Vol 1, Heavy Forces, Fall 1988; LL-CALL CTC Bulletin, 95-11, Chap 4 and 5]
  - a. The brigade commander updates his estimate based on his assessment of what he personally observes (sees), and incoming information regarding: [FM 101-5, Chap 1, 3, 4; Battle Command Techniques and Procedures, (April 21, 1995), Chap 2, 4; Battle Command, (April 11, 1994), pp. 10-14; FM 101-5, Chap 4; FM 34-130, Chap 1, 2, 4; FM 71-100, Chap 1, 3, App 4; Battle Command Techniques and Procedures, (April 21, 1995), Chap 2; Battle Command (April 11, 1994), pp. 22-24]
    - 1) Mission:
      - a) The division and corps commander's mission, intent, and concept.
      - b) The brigade mission, in terms of:
        - (1) Present concept of operation (maneuver and fires).
        - (2) Comparison of the present plan to the current situation.
    - 2) Characteristics of the area of operations:
      - a) Weather.
        - (1) Visibility (fog and cloud cover).
        - (2) Light data.
        - (3) Precipitation.
        - (4) Temperature and humidity.
        - (5) Wind speed.
        - (6) Effects on terrain.
        - (7) Effects on enemy and friendly forces.
      - b) Terrain:



- (1) The impact of on the brigade units, the enemy's ability to maneuver, and the capability to apply combat power relating to the brigade mission.
  - (2) The effects of terrain in relation to:
    - (a) Observation and fire.
    - (b) Enemy and friendly obstacles.
    - (c) Obscurants (smoke, etc.).
    - (d) Electromagnetic measures.
  - c) Other pertinent factors:
    - (1) Safety and accident prevention.
    - (2) Economic and social infrastructures that effect brigade operations, such as communication, materiel, or transportation systems.
- 3) Enemy situation:
  - a) Dispositions.
  - b) Composition.
  - c) Strength, to include committed forces, reinforcements, artillery, air, EW, air defense, anti-tank, and NBC.
  - d) Capabilities.
  - e) Recent and present activities.
  - f) Peculiarities and weaknesses.
  - g) PIR/IR.
  - h) Enemy capabilities, intentions, and most probable/dangerous COAs.
- 4) Friendly situation:
  - a) The present friendly situation based upon his own personal observations and reports from:

- (1) Division commander, assistant division commanders, and G3.
  - (2) TF commanders, DS artillery battalion, DS engineer battalion, FSB, and other subordinate commanders.
  - (3) Brigade XO and brigade staff officers.
- b) The present friendly situation in terms of:
- (1) The brigade CCIR. [FM 101-5, 4-47/48, 6-8/9]
  - (2) The brigade commander's need for information based on his visualization of current and future desired endstates.
  - (3) Anticipated flow of the battle (e.g., changes in battle phasing).
  - (4) Changes in location of brigade combat power.
  - (5) The impact of past activities on brigade units, particularly those fighting the close battle.
  - (6) The current operations of brigade units and their ability to modify or change their plans.
  - (7) Changes in combat power of brigade units relative to the accomplishment of current and future missions relative to:
    - (a) Capabilities, strengths, and weaknesses of subordinate commanders.
    - (b) Capabilities, strengths, and weaknesses of subordinate units in terms of:
      - 1 Weapon systems and equipment.
      - 2 Personnel.
      - 3 Supplies.
  - (8) Status of brigade reserve.
  - (9) Adjacent units.
    - (a) Situation:

- 1 Locations.
    - 2 Activities.
    - 3 Combat power.
  - (b) Intentions and future plans.
- (10) Status of training.
- c) Time:
  - (1) The amount of time available and the amount of time required for:
    - (a) The brigade and its subordinate units to move or accomplish all assigned tasks.
    - (b) A planned event or required action to occur.
    - (c) Unit training.
  - (2) The amount of time available and the amount of time required to plan and coordinate missions.
- 5) Combat power relevant to the enemy.
  - a) Maneuver units.
  - b) Supporting fires.
  - c) Leadership.
- 6) The battlefield operating systems:
  - a) Intelligence.
    - (1) Is the enemy situation still valid?
    - (2) Are brigade collection assets still capable of providing required information about the enemy?
    - (3) Are original estimates about the weather and terrain still valid?
  - b) Maneuver.

- (1) Does the brigade have the combat power to accomplish the mission in accordance with commander's intent?
  - (2) Do repositioning criteria and planned movement ensure that the mission can be achieved as designated?
  - (3) Are in-depth and on-order defensive positions prepared and do they meet the plan requirements and commander's intent?
  - (4) Does the scheme of maneuver gain the positional advantages to achieve commander's intent and the designated endstate including contingencies, branches, and sequels?
  - (5) Do the employment criteria and events for the use of reserves achieve the mission?
  - (6) Have reconnaissance, brigade rehearsals, and back-briefs confirmed the initial decision on where the brigade will accept decisive engagement?
  - (7) Will preparations be completed in accordance with commander's intent and in time to accomplish the mission?
  - (8) Is the main effort properly resourced to accomplish the mission?
- c) Fire support.
- (1) Have fire plans been adjusted based on new enemy and terrain information?
  - (2) Have fire plans and sector sketches been developed and modified to ensure that fires can be massed as designated by the commander?
  - (3) Have direct and indirect fire coordination measures been disseminated and confirmed by subordinate commanders?
  - (4) Have boundaries and other control measures been disseminated and confirmed by subordinate commanders?
  - (5) Are direct and indirect fire plans synchronized and integrated with all other combat multipliers, including physical tie-in between brigade units and units on the brigade's flanks?

- (6) Do fire support priorities adequately weight the main effort?
- (7) Do fires adequately support brigade R&S and counter-reconnaissance forces?
- (8) Are target acquisition assets in place or projected to be in place in time?
- (9) Have target lists been updated by the brigade FSO and TF FSOs, and are they synchronized with changes to the brigade or TF scheme of maneuver?
- (10) Are fire support assets positioned and prepared to support the operation?

d) Air defense.

- (1) Does ADA coverage ensure support of adjusted priorities, concept of the operation, and commander's intent?
- (2) Have modifications to the weapons control status been made based on changes to the enemy air threat?
- (3) Are air defense units positioned and capable of protecting the brigade now and during mission execution?

e) Mobility and survivability.

- (1) Are obstacles in place or projected to be in place in time?
- (2) Are obstacles observed and covered by fires?
- (3) Do the obstacles shape the battlefield in accordance with commander's intent?
- (4) Are plans for clearing lanes in friendly obstacles adequate to support brigade maneuver?
- (5) Can the brigade conduct obstacle breaching as designated in the plan?
- (6) Is there new information which might require changes to the point of penetration or breach?

- (7) Are there sufficient mobility assets (mine plows/blades) for the breach element?
- (8) Is the preparation of fighting positions on schedule?
- (9) Is there adequate construction material and is it being delivered on time?
- (10) Are there any modifications to FASCAM employment plans required by the engineer and FSCoord/brigade FSO based on new information?

f) Combat service support.

- (1) Is there a need to adjust CSS priorities based on new information?
- (2) Are supplies adequate to support the operation and are they being delivered to brigade unit's on time?
- (3) Are there sufficient transportation assets available and operational to support the operation?
- (4) Does the status of personnel fill enable brigade units to accomplish their missions and tasks?
- (5) Does the state of morale in the brigade support mission accomplishment?
- (6) Is the current and projected state of maintenance of equipment in the brigade adequate to support mission accomplishment?
- (7) Are medical personnel, supplies, and equipment available and positioned to support the concept of the operation?

g) Command and control.

- (1) Are key communications links within the brigade operational?
- (2) Do current and projected locations of CPs provide for continuous command and control?

- b. The brigade commander projects current battle endstates based on his evaluation of the current plan and brigade preparedness by anticipating factors associated with each battlefield operating system, e.g.: [FM 101-5, Chap 4 (CEPA); FM 34-130, Chap 1, 2,

3; Battle Command Techniques and Procedures, (April 21, 1995), Chap 2, 4; Battle Command, (April 11, 1994), pp. 38-45; FM 34- 8, Chap 1, 2, App C]

- 1) Intelligence:
  - a) Where will enemy forces include follow-on, reserves, or uncommitted forces be at the conclusion of the current battle?
  - b) What will be the combat strength of enemy forces?
  - c) What will be the will to fight of enemy forces?
  - d) What will be the enemy's capability to conduct operations at the conclusion of the current battle?
  - e) What will be the enemy's limitations and exploitable weaknesses at the conclusion of the current battle?
  - f) What will the enemy's intentions and possible courses of action be at the conclusion of the current battle?
  - g) What will be the terrain conditions and considerations at the conclusion of the current battle?
  - h) What will the weather conditions be at the conclusion of the current battle?
- 2) Maneuver:
  - a) What will be the combat strength of the brigade's maneuver forces at the conclusion of the current battle?
  - b) Where will brigade maneuver forces include reserves or uncommitted units be at the conclusion of the current battle?
  - c) What will the terrain responsibility of subordinate units be at the end of the current battle?
  - d) What will the task organization be at the end of the current battle?
  - e) What will the force ratios be at the end of the current battle?
- 3) Command and control:
  - a) Do the current CCIR need revision or updating?

- (1) Based on anticipated flow of the battle (e.g., changes in battle phasing).
  - (2) Based on changes to METT-T.
  - (3) Based on receipt of new guidance or missions from the division commander.
  - (4) Based on his visualization of current and future desired endstates.
- b) What will be the status of unit morale, cohesion, and capability to continue operations at the end of the current mission?
- c) What will the status of C3 be at the conclusion of the current mission?
- d) What is the capability of subordinate leaders to assume command in the event of commander casualties?
- 4) Fire support:
  - a) What will be the strength and ammunition status of all fire support assets at the end of the current mission?
  - b) What will be the DS FA unit's capability to support brigade operations at the end of the current mission?
- 5) Air defense:
  - a) What air defense assets will be available at the end of the current mission?
  - b) What will the status of the early warning system be at the end of the mission?
  - c) What will be the status of the air defense command and control system be at the end of the mission?
  - d) What will the enemy air threat be at the end of the mission?
- 6) Mobility and survivability:
  - a) What engineer assets and CL IV/V supplies will be available to support mobility and survivability operations at the end of the mission?



- b) What will be the engineer unit capability be to continue operations in support of the brigade?
  - c) What will be the capability of supporting NBC reconnaissance, smoke, and decontamination units to support brigade operations?
- 7) Combat service support:
  - a) What will the operational capability of the subordinate unit's CSS system be at the end of the current mission?
  - b) What will be the operational capability of the FSB at the end of the mission?
  - c) What will be the availability of all classes of supply at the end of the mission?
  - d) What will be the capability of the medical support system to continue operations?
- c. The brigade commander anticipates requirements and actions based on his projection of the outcome of the current mission. [FM 101-5, Chap 1, 2, 4, 5, App C, D, E; Battle Command Techniques and Procedures, (April 21, 1995), Chap 2, 4; LL-CALL Newsletter 90-8, pp. 23-24]
  - 1) The brigade commander bases anticipated future requirements and actions on:
    - a) The brigade on-order or be prepared mission(s).
    - b) His understanding of the higher commander's intent and future plans.
    - c) His projection of the outcome of the current mission.
    - d) His assessment of what the enemy will do at the end of the current mission.
    - e) His assessment of risk.
    - f) Subordinate/supporting units' capabilities.
    - g) Existing brigade contingency plans or wargamed branches and sequels to the current operation.
  - 2) The brigade commander develops information to assist him in determining future requirements and actions by:

- a) Communicating with division headquarters to ensure that he knows and understands future division plans.
  - b) Soliciting input from the senior leadership within the brigade, i.e., brigade XO, brigade S3, and subordinate TF and battalion commanders.
- 3) The brigade commander defines requirements and actions based on battlefield operating system factors:
- a) Intelligence BOS:
    - (1) Adjustments necessary to the PIR.
    - (2) Additional intelligence collection assets needed.
    - (3) Mission changes for intelligence collection assets.
  - b) Maneuver BOS:
    - (1) Missions appropriate for all maneuver forces.
    - (2) Repositioning or reorientation required for maneuver units at the end of the current battle.
    - (3) Mission changes required for the brigade maneuver reserve.
    - (4) Direction or guidance given to subordinate commanders to reduce ambiguity for future operations.
    - (5) Changes necessary in the maneuver scheme to shape the current battle so as to be better postured for the on-order mission.
    - (6) Impact of adjacent unit dispositions, strength, activities, capabilities, and missions on projected brigade operations.
    - (7) Additional maneuver combat power required.
  - c) Fire support BOS:
    - (1) Changes required to the fire support priorities and plan.
    - (2) Additional fire support assets needed.

- (3) Requirements to reposition fire support assets.
- (4) Adjacent units' capabilities to support.
- (5) Retargeting of HPTs.
- d) Command and control BOS:
  - (1) Adjustments required in brigade command and control.
  - (2) Additional communications capability required.
  - (3) Impact of time on future actions.
  - (4) Adjustments necessary to command and control graphics.
  - (5) Adjustments necessary to the DST and other operational matrixes.
- e) Air defense BOS:
  - (1) Repositioning requirements for air defense assets.
  - (2) Adjustments to the air defense priorities.
  - (3) Additional air defense assets are needed.
- f) Mobility-survivability (M/S) BOS:
  - (1) Additional M/CM/S assets required.
  - (2) Adjustments to the mobility tasks required.
  - (3) Countermobility tasks required.
  - (4) Survivability tasks required.
  - (5) MOPP status.
  - (6) Decontamination requirement.
- g) CSS BOS:
  - (1) Additional CSS units required.

- (2) Adjustments necessary in the positioning of logistics support units and nodes.
  - (3) Additional supplies, by class of supply required.
  - (4) Additional personnel needed by MOS.
- d. The brigade commander informs the division commander of the results of his brigade assessment. [AN]
  - 1) The brigade commander's projection of the current battle indicates that the division commander's intent cannot be met without receipt of additional combat power, modification to the brigade mission, or change to the brigade plan.
  - 2) The brigade can accomplish the mission.
- e. The brigade commander decides whether the current plan needs to be changed. [FM 101-5, Chap 4, 7, App H, J; Battle Command Techniques and Procedures, (April 21, 1995), Chap 2, 4, 5]
  - 1) The brigade commander decides the current plan meets the assessed situation and continues to monitor and direct brigade battle preparations. [FM 101-5, p. 4-48]
  - 2) The brigade commander decides the plan must be modified. [FM 101-5, p. 4-48]
    - a) The brigade commander bases his decision to initiate a FRAGO by considering: (See Task 4 for description of how to develop and issue this FRAGO) [FM 101-5, pp. 1-14 - 1-16]
      - (1) Whether COAs previously developed can be modified and developed as the new plan.
      - (2) Time available to develop, coordinate, implement, and rehearse a new plan.
      - (3) Subordinate units' time to complete new preparation requirements under the new plan and task organization.
      - (4) The brigade staff's ability to continue to monitor and direct current brigade activities while meeting new planning requirements.

- (5) Whether the fire support assets meet the requirements of the COA considered.
  - (6) Whether the M/S assets meet the requirements of the COA considered.
  - (7) Whether CSS capabilities meet the requirements of the COA considered.
  - (8) Whether AD capabilities meet the requirements of the COA considered.
  - (9) Whether pre-planned CAS and JAAT can support the contemplated modification without alteration.
  - (10) Whether a new DST and FSEM are required to incorporate the modification.
  - (11) Whether the brigade communication system capability meets the requirements to support the modified brigade COA.
  - (12) Ability of the brigade to respond to the new situation based on current tactical posture and situation.
    - (a) Maneuver forces available to respond without impacting brigade ability to perform the current mission.
    - (b) Availability of CS, CSS, and supplies to support the new situation without impacting on support necessary for the current mission.
  - (13) Impact of diverting key staff members from synchronizing the current mission to planning for a new mission.
- b) The brigade commander determines effects on the military decision-making process (MDMP) based on the magnitude of change to the plan, potential for confusion on the battlefield, staff availability, and the amount time available before execution. [FM 101-5, Chap 4]
4. **The brigade commander directs changes to the operation or plan.** [TRADOC Pam 11-9, Chap 7 and App D]
- a. The commander and/or staff issue WARNOs to alert staff members and subordinate elements that the plan will be changed. WARNOs may include: [FM 101-5, p. 4-55;

LL-CALL Newsletter No. 90-8, Sep 90, p. 23; LL-CALL Newsletter No. 93-3, pp. 1-3]

- 1) The enemy situation, events, and the mission, task, or operation.
  - 2) The corps and division missions.
  - 3) The corps and division commanders' intents.
  - 4) The commander's intent statement.
  - 5) The earliest time of movement or degree of notice the commander gives to the main body.
  - 6) Orders for preliminary action, reconnaissance, surveillance, and observation.
  - 7) Service support instructions, any special equipment necessary, regrouping of transportation, or preliminary moves to assembly areas.
  - 8) The rendezvous point or time for assembly of an orders group, whether commanders or representatives are to attend, and the time needed for issuing written orders.
- b. The brigade commander conducts the MDMP in a time-constrained environment.  
[FM, App I; FM 101-5, pp. 4-41 - 4-60]
- 1) When current orders are changed during the preparation phase of the battle, the brigade commander must consider:
    - a) Using MDMP products in use during the current mission as reference points from which modifications are made:
      - (1) Weather analysis.
      - (2) Terrain analysis.
      - (3) Enemy order of battle and updated IPB products.
      - (4) Current updated staff estimates.
        - (a) Brigade capabilities.
        - (b) Constraints.
      - (5) PIR, EEFI, and FFIR requested by the commander.

- b) The brigade commander and staff must simultaneously monitor, plan, and direct all aspects of brigade operations (e.g., preparation for the current mission, changes to the current plan).
  - c) Anticipating the outcome of the current fight and to begin considering future requirements and actions.
  - d) Recognition of similarities and/or differences between initial plan and new requirements.
  - e) Assessment of friendly force posture, enemy probable actions and postures, and battlespace.
  - f) Modifying existing branches and sequels to meet new requirements.
  - g) The deep, close, and rear battle areas.
  - h) Key leader and staff availability and location.
  - i) The amount of time available for the planning and rehearsal process.
  - j) Extent of reconnaissance effort necessary to obtain critical information.
- 2) The brigade commander completes an update of his estimate.
- a) Mission:
    - (1) Identifies specified and implied tasks which his brigade must accomplish.
    - (2) Appraises whether the who, what, where, when, and why of the envisioned brigade plan support the higher commander's intent.
  - b) Enemy:
    - (1) Estimates the enemy's strength, location, disposition, activity, equipment, capability, and intentions.
    - (2) Determines most likely and most dangerous enemy COAs that the brigade must defeat.
  - c) Terrain and weather: observation and fields of fire, cover and concealment, obstacles, key terrain, avenues of approach (OCOKA),

vegetation, soil type, hydrology conditions, visibility, climatic conditions, and visibility.

- d) Troops: Analyzes the brigade's and TF's combat power in terms of capability relative to the mission by considering:
    - (1) Capabilities, strengths, and weaknesses of subordinate commanders and units.
    - (2) Weapon systems and equipment.
    - (3) Disposition.
    - (4) Supplies.
    - (5) Troop rest and morale.
  - e) Time: Analyzes the time available for planning, preparing, and executing the operation for both enemy and friendly forces.
- 3) The brigade commander conducts quick mission analysis by:
- a) Analyzing the division and corps commander's mission and intent.
  - b) Reviewing the area of operations, higher headquarters concept of operations, and task organization.
  - c) Identifying specified, implied, and essential tasks.
  - d) Considering any restrictions or constraints.
  - e) Considering command and control warfare (C2W).
  - f) Assessing risk.
  - g) Determining critical facts and assumptions which will directly affect mission accomplishment.
  - h) Identifying time critical tasks (shifting units, resupply, and requesting additional resources).
  - i) Establishing a time schedule using backward planning.
  - j) Approving the brigade restated mission.



- 4) The commander may request information from the staff to support his COA development.
  - a) BOS specific estimates from selected staff members.
  - b) Information available in current products.
- 5) The brigade commander describes his revised concept and COA to his staff. [FM 71-3, App I; FM 101-5, pp. 4-48, 4-49]
  - a) The commander develops and explicitly expresses COA.
    - (1) His intent and desired endstate.
    - (2) Concept of operations.
      - (a) Major components of maneuver and focus of fires.
      - (b) Integration of combat multipliers.
      - (c) Decisive points.
      - (d) Main effort.
    - (3) Enemy COA(s) to be considered.
    - (4) CCIR.
    - (5) Limitations.
    - (6) Risks.
  - b) If time is available, the brigade staff:
    - (1) Develops details on COA provided by the commander.
    - (2) Develops branches and sequels to the selected COA which adhere to the commander's guidance.
- 6) The brigade commander performs a suitability-feasibility-acceptability analysis of selected COA. The commander performs the analysis by himself, or with staff assistance. [FM 71-3, App I; FM 101-5, p. 4-51]
  - a) Suitability factors:

- (1) New concept accomplishes the brigade mission.
  - (2) New concept meets the division and corps commanders' intents.
  - (3) The plan accomplishes his intent for the brigade's endstate relative to the intended endstate for the enemy.
  - (4) The brigade can maintain the initiative by forcing the enemy to react to the new brigade COA
- b) Feasibility factors:
- (1) Time to execute the plan(s) as designed.
    - (a) Duration of events.
    - (b) Time and distance factors for maneuver and fires.
  - (2) There is sufficient ground and air space to accomplish the plan(s) as designed.
    - (a) Roads and terrain support the plan.
    - (b) Depth of action.
  - (3) The brigade has the means to execute the plan(s) as designed.
    - (a) Brigade combat power versus the enemy (force ratios).
    - (b) Special equipment and personnel to accomplish the mission (e.g., bridging equipment, mine clearing, Army aviation, CAS, etc.).
  - (4) Impact on on-going preparation activities.
  - (5) Impact on subordinate units and combat multipliers.
  - (6) Requirements to alter task organization.
- c) Acceptability:
- (1) Mission completion is not at risk for failure.

- (2) Risks to soldiers and equipment do not exceed acceptable limits.
  - (3) Protective measures are incorporated.
  - (4) Positioning and repositioning does not unduly endanger soldiers, supplies, or equipment.
  - (5) Safety measures are incorporated especially when soldiers are expected to be exhausted.
- 7) The brigade commander quickly compares COA, (if more than one).
- 8) The brigade commander selects a COA and announces his decision to key brigade staff members.
- 9) The brigade commander conducts mission risk assessment to ensure that conditions most likely to cause mission failure and accidents (including fratricide) have been mitigated.
  - a) Brigade units have been tasked within their capabilities.
  - b) Procedural and positive risk-reduction control measures have been implemented, for example:
    - (1) Situation is understood by brigade members.
    - (2) Procedures governing clearance to engage targets are clear.
    - (3) Positive target identification.
    - (4) SOPs are consistent with doctrine and are adhered to.
    - (5) Control measures are flexible enough not to interfere with operations and are firm enough to prevent fratricide, civilian casualties, and collateral damage.
    - (6) Doctrinally correct terminology is applied to all control measures; e.g., fire support coordination lines (FSCL), restrictive fire lines (RFL).
    - (7) ROE are clear.
- 10) The brigade commander reviews his current CCIR to determine: [FM 101-5, pp. 4-47/48]

- a) Validity of CCIR.
  - b) New CCIR required to provide him with the information needed to make decisions about the plan.
- c. The brigade commander directs preparation of a FRAGO. [FM 101-5, App H; ARTEP 71-3 MTP, Task 71-3-3010]
  - 1) The brigade XO manages and supervises internal and external coordination by the staff to prepare a synchronized FRAGO. [ARTEP 71-3 MTP, Task 71-3-0001; LL-CALL Newsletter, No. 93-3, p. 24-25]
  - 2) The staff takes prompt action to accomplish the guidance given by the commander.
    - a) Publishes refinements to orders, annexes, and synchronization products.
    - b) Initiates requests to higher and adjacent units for additional support.
    - c) The staff at the main CP facilitates planning for future operations and coordinates additional support from division.
  - 3) The brigade staff prepares FRAGOs reflecting changes to the current plan for the brigade commander's approval: [FM 101-5, App H ; ARTEP 71-3 MTP, Task 71-3-3010]
    - a) Scheme of maneuver.
    - b) Graphics and control measures for the operation.
    - c) DST and synchronization matrix.
    - d) Fire support plan, FSEM, FSCM.
    - e) Communications plan.
    - f) CSS plan.
    - g) Timeline.
- d. The brigade commander approves and directs issuance of the FRAGO. [FM 101-5, p. 4-49; LL-CALL Newsletter No. 93-3, p. 27-28]

- 1) The brigade issues a complete FRAGO which contains: [FM 101-5, App H; ARTEP 71-3 MTP, Task 71-3-3010]
  - a) Mandatory elements of the FRAGO are:
    - (1) 1. Situation. (Include any changes to the existing order.)
    - (2) 2. Mission. (List the new mission.)
    - (3) 3. Execution:
      - (a) Intent:
      - (b) a. Concept of operations.
      - (c) b. Tasks to subordinate units.
      - (d) c. Coordinating instructions. (Include the statement, "The current overlay remains in effect" or, "See change one to Annex C, Operations Overlay.") (Mark any changes to control measures on the overlay.) (As time permits, issue a new overlay.)
    - (4) 4. Service support. (Include any changes to existing order or the statement, "no change to OPORD xx.")
    - (5) 5. Command and signal. (Include any changes to existing order or the statement, "no change to OPORD xx.")
  - b) As soon as possible and as needed, appropriate supporting plans and decision aids are developed and distributed.
    - (1) DST and synchronization matrix.
    - (2) Fire support plan, FSEM.
- 2) The brigade commander conducts a confirmation brief with key brigade leaders so they can hear each other's confirmation brief and enable: [LL-CALL Newsletter No. 93-3, p. 29-30; LL-CALL Compendium, Vol 1, Fall 1988]
  - a) Common understanding of the entire plan and the roles of each unit.
  - b) Agility of execution, i.e., the ability to react quicker than the enemy.

- c) Direct personal coordination thereby enhancing synchronization of the plan.
    - d) Continuity of command so that if the brigade commander becomes a casualty, the subordinate commanders will share the same view of the commander's intent.
  - 3) The brigade XO conducts a confirmation brief with the brigade staff at the main and rear CPs. [AN]
- e. The brigade staff coordinates internally and with higher, adjacent, and supporting elements to synchronize the FRAGO. [FM 101-5, App B]
  - 1) The brigade staff informs the brigade forces of outdated/preempted orders, execution products, and annexes containing information that has been superseded by the current FRAGO.
  - 2) The brigade XO, at the main CP, must analyze the current FRAGO in light of current division, adjacent, and supporting unit OPORDs to preclude conflict.
  - 3) The brigade XO supervises the staff actions necessary to assist the brigade commander to synchronize the current battle.
  - 4) The brigade staff understands how the commander wants to synchronize the battle and performs coordination necessary to synchronize the FRAGO.
  - 5) LNOs communicate the FRAGO and the brigade commander's intent to their respective headquarters.
- 5. **The brigade commander directs and leads subordinate forces.** [TRADOC PAM 11-9, Chap 7, App D; FM 71-3, Chap 2, 3, FM 101-5, Chap 1, 4, App B, D, H, J: Battle Command Techniques and Procedures, (April 21, 1995), Chap 1, 2, 4, Battle Command, (April 11, 1994), pp. 12-14, 34-37; FM 71-3, Chap 3; CGSC ST 22-102]
  - a. The brigade commander directs subordinate forces.
    - 1) The brigade commander takes actions to ensure that subordinate leaders have a clear understanding of his intent and concept. Actions include: [FM 101-5, Chap 1, 4, App B, D, H, J; Battle Command Techniques and Procedures, (April 21, 1995), Chap 2, 4; Battle Command, (April 11, 1994), pp. 10-32; LL-CALL CTC Bulletin No. 93-4, p. 16; LL-CALL Newsletter No. 93-3, p. 31-32]
      - a) Meetings with subordinate commanders and leaders to exchange information and issue direction.

- (1) Confirmation briefs.
    - (2) Backbriefs.
  - b) Rehearsals.
  - c) Unit visits and inspections.
  - d) Listening to cross-talk on brigade command nets.
  - e) Evaluating reports from subordinates to appraise their understanding of the concept and intent.
- 2) The brigade commander uses his staff to assist him in directing and monitoring the battlefield by: [FM 101-5, Chap 1, 3; FM 71-3, Chap 1, 2, 3; Battle Command Techniques and Procedures, (April 21, 1995), Chap 2, 4,]
- a) Directing the brigade XO to function as the brigade information manager.
  - b) Directing the brigade XO to act as supervisor of the brigade main CP.
  - c) Directing the composition of the TAC CP.
  - d) Providing the brigade S3 guidance in the manner in which the brigade S3 will operate in conjunction with the commander to direct tactical operations.
  - e) Providing guidance to staff officers if they are to operate in a manner other than governed by SOP or usual practices.
  - f) Providing guidance to the brigade FSCOORD and the engineer battalion commander in the manner in which they are to operate in conjunction with the brigade commander to synchronize and direct the brigade battle.
  - g) Directing key members of his staff to visit units and activities and check critical preparation activities.
- b. The brigade commander exercises leadership during the preparation for the brigade mission by: [FM 101-5, Chap 1, 4; FM 71-3, Chap 3; Battle Command Techniques and Procedures, (April 21, 1995), Chap 1, 2, 3, 4; Battle Command, (April 11, 1994), pp. 10-13, 32-37; CGSC ST 101-5] [FM 71-3, Chap 3; FM 101-5, Chap 1; Battle Command Techniques and Procedures, (April 21, 1995), Chap 1, 2; LL-CALL Newsletter No. 90-8, p. 25-26]

- 1) Being professionally competent.
  - 2) Inspiring soldiers with the will to win.
  - 3) Setting the example by sharing the hardships and dangers of his units.
  - 4) Demonstrating both mental and physical stamina.
  - 5) Displaying physical and moral courage (making the difficult choices and decisions).
  - 6) Providing the brigade subordinate commanders purpose, direction, and motivation by issuing clear and concise guidance and orders.
  - 7) Maintaining his perspective and focus on the brigade mission, regardless of the turmoil surrounding him.
  - 8) Demonstrating a flexibility to quickly adjust to a rapidly changing situation to accomplish the mission.
  - 9) Visualizing and thinking in dimensions of time and space regarding the consequence of actions.
  - 10) Visualizing follow-on brigade missions.
  - 11) Providing subordinate commanders with a vision of future operations.
  - 12) Establishing and reinforcing an attitude of teamwork throughout the brigade.
  - 13) Fostering and encouraging initiative in subordinate leaders.
  - 14) Delegating authority whenever appropriate.
  - 15) Providing accurate, objective reports to the division commander/assistant division commanders.
  - 16) Getting needed rest.
- c. The brigade commander maintains unit discipline and morale by: [FM 101-5, Chap 1; Battle Command Techniques and Procedures, (April 21, 1995), Chap 4; Battle Command, (April 11, 1994), pp. 10-13; FM 22-102; LL-CALL Bulletin No. 89-1, Spring 1989]
- 1) Keeping the soldiers informed of the current situation.



- 2) Making personal contact with soldiers.
- 3) Sharing the hardships and dangers that his soldiers face.
- 4) Reassuring subordinates in a calm manner.
- 5) Ensuring that soldiers have the opportunity to rest, eat, and otherwise refit as conditions permit.
- 6) Acting decisively.
- 7) Giving precise and simple-to-understand orders.
- 8) Checking to see that his orders are carried out.
- 9) Ensuring that the brigade subordinate commanders and other supporting elements cross-talk on the brigade command or O&I nets to:
  - a) Coordinate actions and activities.
  - b) Exchange information.
  - c) Assist each other if possible.
  - d) Integrate activities.
  - e) Help prevent fratricide.
  - f) Keep everyone updated on the current situation.
  - g) Allow the brigade commander and his staff to anticipate upcoming requirements.
- 10) Observing subordinate commanders and units for indications of degradation in performance.
- 11) Monitoring himself and the subordinate commanders for degradation of leadership ability based upon physical and/or mental stress or exhaustion by:
  - a) Self-monitoring of his own physical and mental state.
  - b) Monitoring the brigade XO's his condition and recommending rest periods.

- c) Monitoring and ensuring that the subordinate commanders have a rest schedule for themselves, their staffs, and their subordinate commanders.
- 12) Ensuring that CSS operations that contribute to morale are conducted as conditions permit.
- 13) Recognizing unit and individual achievement and performance.
- 14) Having the brigade CSM assist him in observing and maintaining unit discipline and morale.
- d. The brigade commander and staff synchronize tactical operations through backbriefs. [FM 101-5, pp. 4-59, 4-60]
  - 1) The commander conducts backbriefs with the brigade staff and subordinate commanders:
    - a) During and after the commander's inspections and visits.
    - b) As directed by the commander.
  - 2) During backbriefs, the commander verifies that subordinates understand the concept operations.
  - 3) During backbriefs, the brigade and subordinate commanders are responsible for:
    - a) Describing in detail how their schemes of maneuver and fires will be conducted.
    - b) Describing how their concepts of the operation support the brigade commander's intent and contribute to the brigade mission.
    - c) Describing the level of preparation achieved, preparation activities still not completed; and actions to be taken to adhere to the mission timelines.
  - 4) Brigade staff disseminates information and changes which occur as a result of plan refinement.
- e. The brigade synchronizes tactical operations through rehearsals. [FM 101-5, App M; FM 71-3, p. 3-23 - 3-29; LL-CALL Bulletin No. 93-4, Jul 93, pp. 17-18; LL-CALL Newsletter No. 91, p. 17]

- 1) The brigade commander uses synchronization tools (e.g., DST and synchronization matrix) during rehearsals to test synchronization of combat power. [FM 71-3, p. 3-27]
- 2) The brigade commander plans and revises rehearsal objectives and schedule based on: [FM 101-5, p. M-2]
  - a) Time available.
  - b) Training status of troops.
  - c) Complexity of the operation.
  - d) Unit familiarity with rehearsal techniques and SOPs.
  - e) Review of earlier guidance and updates:
    - (1) Rehearsal goals and focus.
    - (2) Technique/method of rehearsal.
    - (3) Rehearsal participants.
    - (4) Rehearsal times and places.
  - f) Subordinate unit rehearsal needs.
- 3) The brigade commander and brigade S3 prioritize tasks to be rehearsed based on: [FM 101-5, pp. M-10/11]
  - a) Key (critical) events and activities to be performed in battle.
  - b) Complexity.
  - c) The number and times of rehearsals designated by the commander, ensuring that:
    - (1) Subordinates have sufficient time to conduct their own internal rehearsals and still get adequate rest/sleep.
    - (2) Subordinates are not required to be in two places at once.
- 4) The brigade commander, XO, brigade S3, and other key staff officers conduct rehearsal after-action reviews (AAR) to ensure that critical tasks are rehearsed to acceptable levels of competence. [FM 101-5, p. M-15]

- 5) The brigade and subordinate units prepare for rehearsals.
  - a) Subordinate units develop at least a tentative plan prior to their participation in a brigade rehearsal in order to allow effective feedback on the brigade plan.
  - b) Subordinate units conduct their own rehearsals.
- 6) The brigade commander controls and participates in the brigade rehearsal.  
[FM 71-3, pp. 3-27 - 3-29]
  - a) Ensures that rehearsal meets his goals.
  - b) Briefs participants (or gives guidance to the XO to brief) prior to the rehearsal.
    - (1) States purpose of rehearsal.
    - (2) Introduces each participant with a brief description of his duties and roles for the mission.
    - (3) Provides an overview:
      - (a) Missions and tasks to be rehearsed.
      - (b) Sequence of activities rehearsed.
      - (c) Rehearsal timelines (e.g., time to rehearse each event/phase of the mission).
      - (d) Description of rehearsal site.
  - c) Establishes the standard and outcome/goals to be achieved.
    - (1) Subordinate commanders, staff, and leaders fully brief their responsibilities within the parameters of the brigade commander's intent.
    - (2) Identify vulnerabilities in the plan and determine the actions required to negate them.
  - d) Exercises the decision-making process he expects to be faced with during the mission:

- (1) Identifying times or events during the mission which will require him to make decisions.
  - (2) Observing how his decisions are implemented by brigade units and the staff.
  - (3) Identifying the key decision points which are most likely to produce the outcomes which support his intent and desired endstate.
  - (4) Appraising utility of his decision support aids (e.g., DST, synchronization matrix).
- e) Tracks the effect of brigade actions to achieve the desired endstate (with brigade S3 assistance).
- f) Brief's rules of engagement (ROE). [AN]
- 7) The brigade XO participates in brigade rehearsals. [FM 71-3, p. 3-27]
  - a) Ensures that the brigade staff is prepared to receive, evaluate and disseminate information.
  - b) Synchronizes combat multipliers to support the brigade during the mission.
  - c) Ensures that CS and CSS operations are synchronized with and support the concept.
  - d) Describes the positioning and movement of brigade CPs during the mission.
  - e) Briefs participants in the place of the brigade commander as directed.
  - f) Ensures that all changes to the plan are recorded, coordinated, and supporting products (e.g., DST, synchronization matrix, FSEM) are updated.
- 8) The brigade S3 participates in brigade rehearsals. [FM 71-3, pp. 3-27/28]
  - a) Describes overall operation.
  - b) Ensures that brigade combat power is synchronized in terms of timing to support brigade movement and maneuver.

- c) Describes the positioning and movement of the brigade command group during the mission.
  - d) Assists the brigade commander in tracking the effect of brigade actions to achieve the desired endstate.
- 9) The brigade S2 participates in brigade rehearsals. [FM 71-3, p. 3-28]
- a) Portrays enemy actions and responses.
    - (1) Replicates probable and all plausible enemy events and activities.
    - (2) Ensures that enemy actions are properly depicted to the brigade commander, subordinate commanders, and staff.
    - (3) Portrays actions of HPT and activities at NAIs and TAIs.
  - b) Provides updated enemy and terrain information.
  - c) Describes the intelligence collection intent, implementation of the collection plan, and acquisition tasks.
    - (1) DS MI company tasks:
      - (a) UAV.
      - (b) CI team.
      - (c) Interrogation teams.
      - (d) EW assets.
    - (2) Attached unit tasks.
    - (3) Subordinate unit tasks.
- 10) The brigade S4 and FSB commander (representing CSS staff) participate in rehearsals. [FM 71-3, p. 3-24]
- a) Describe CSS support of the brigade.
  - b) Portray positioning and movement of CSS assets.

- 11) FSCoord, brigade FSO, NGLO, and subordinate unit FSOs participate in brigade rehearsals. [FM 71-3, p. 3-28]
  - a) Describe engagement of brigade/TF targets and HPT by all fire support means.
    - (1) How focus of fires supports the brigade mission (e.g., how the fire support plan, including CAS and attack helicopter, supports maneuver and direct fires at the critical points and times).
    - (2) Priorities of fires by phase.
    - (3) Triggers.
    - (4) Artillery target groups and series.
    - (5) Special munitions (i.e., FASCAM, smoke, dual-purpose, improved, conventional munitions [DPICM], copperhead).
    - (6) Fire support coordination measures.
    - (7) Suppression of enemy air defense (SEAD).
    - (8) Joint air attack team (JAAT) operations.
    - (9) Electronic attack.
    - (10) NSF characteristics.
  - b) Describe control measures (e.g., trigger lines and execution criteria), restrictions, and communications (primary and alternate) between observers and fire support elements.
  - c) Describes target acquisition activities, means, positioning, and responsibilities.
    - (1) Observers and backup observers to include ANGLICO's fire power control teams (FCTs).
    - (2) UAVs.
    - (3) Sensor arrays.
    - (4) Radars.

- d) Describe field artillery battery movement (e.g., routes, timings) and firing positions.
  - e) Describe field artillery radar movement, in and out of operation times, and positions.
- 12) The brigade engineer and ABE participate in brigade rehearsals. [FM 71-3, p. 3-24]
- a) Describe movement of engineer assets in support of the brigade.
  - b) Describe the engineer participation in brigade breach operations.
- 13) The brigade ADO participates in brigade rehearsals. [FM 71-3, p. 3-24]
- a) Describes ADA protection of the brigade focusing on brigade priorities for defense and critical times.
  - b) Portrays enemy air avenues of approach, expected activity, and how air defense will counter air attack.
- 14) The brigade CMLO participates in brigade rehearsals. [FM 71-3, p. 3-24]
- a) Describes NBC decontamination support of the brigade (e.g., sites, equipment, procedures if other than SOP).
  - b) Describes NBC reconnaissance support of the brigade.
  - c) Portrays potential enemy use of chemicals against the brigade.
  - d) Describes employment of smoke and other obscurants.
- 15) The brigade and TF ALOs, and Marine air officer participate in brigade rehearsals. [FM 71-3, p. 3-24]
- a) Describe positioning of TACP and ANGLICO's FCT personnel to control CAS in support of the brigade.
  - b) Describe CAS sorties, targets, and timing of attacks.
  - c) Identify CAS ingress and egress routes.
  - d) In conjunction with FSCoord and AVLO, describe JAAT mission as appropriate.



- 16) The brigade AVLO (with the Bde S3 Air and attack helicopter battalion commander, if applicable) participates in brigade rehearsals. [FM 71-3, p. 3-24]
  - a) Describes positioning of aviation command and control (C2) assets on the battlefield to direct and control helicopters.
  - b) Describes helicopter operations in support of the brigade.
  - c) Describes Army aviation operations conducted by the division and corps which impact on the brigade (e.g., timing, ingress and egress routes for deep attacks).
  - d) Describes the locations of assembly areas and forward arming refuel points (FARP).
  - e) In conjunction with Bde S3 Air, FSCOORD, and Bde ALO, describes JAAT mission, as appropriate
- 17) The brigade S3 Air participates in brigade rehearsals. [FM 71-3, p. 3-24]
  - a) Describes fixed and rotary wing aviation support of the brigade.
  - b) In conjunction with FSCOORD, AVLO, and Bde ALO, describes JAAT missions.
    - (1) Army aviation battle captain.
    - (2) A2C2 measures.
    - (3) SEAD missions.
  - c) Provides assistance to the brigade S3 in capturing rehearsal changes and modifications.
- 18) Subordinate TF commanders and, if time and situation allow, subordinate maneuver company commanders, participate in brigade rehearsals. [FM 71-3, pp. 3-24/25]
  - a) Describe their missions.
  - b) Demonstrate how they will accomplish their assigned mission.
    - (1) Maneuver.

- (2) Positions.
  - (a) Primary and alternate.
  - (b) Subsequent.
  - (c) Attack.
  - (d) Support by fire.
- (3) Fire support.
- (4) Direct fires.
- (5) Timing of moves, positioning, and execution of fires.
- c) Describe actions on contact.
- d) Describe actions on the objective.
- 19) The brigade commander verifies that subordinate commanders understand their missions. [FM 101-5, p. M-15]
- 20) Time dependent, the entire operation is thoroughly rehearsed using one or more of the following techniques: [FM 71-3, pp. 3-23 - 3-25]
  - a) Level I: small-scale rehearsals that do not involve mounted or dismounted maneuver. Techniques include:
    - (1) Map: limited number of participants due to map size, used when time and space constraints are limited.
    - (2) Sand table/terrain model: key leaders only, used to compensate for lack of sufficient time.
    - (3) Rock/stick drill: same characteristics as sand-table/terrain models, except that participants replicate their actions or their units actions.
    - (4) Radio/telephone: participants as directed by the brigade commander, used when time and enemy situations do not allow gathering of personnel; used to test radios and determine backup systems in the event of communications equipment failure.

- b) Level II: focused rehearsals using selected personnel, usually key leaders, mounted in wheeled or tracked vehicles over similar terrain; technique used is tactical exercise without troops, where key leaders participate, conducted on actual mission terrain or similar terrain.
  - c) Level III: brigade combined arms maneuver, full-scale dress rehearsal involving use of real-time mounted and dismounted maneuver over actual or similar terrain.
- 21) Rehearsal participants are indicated by type of rehearsal. [FM 71-3, pp. 3-23 - 3-25]
- a) Type A: (seldom used at brigade level except for Level III rehearsals).
    - (1) Brigade, TF, supporting battalion/troop/battery/company team/platoon commanders, and LNOs.
    - (2) Brigade, TF, and supporting battalion XOs.
    - (3) Brigade and TF S3s.
    - (4) Brigade and TF S2s.
    - (5) FSCoord, brigade and TF FSOs; brigade NGLO; TF SALT leader.
    - (6) Brigade and TF ALOs; brigade air officer.
    - (7) Brigade primary staff.
    - (8) Brigade special staff.
    - (9) TF company commanders with their FSO/FIST, FCT.
  - b) Type B:
    - (1) Brigade, TF, supporting battalion and company/battery commanders.
    - (2) Brigade, TF, and supporting battalion XOs.
    - (3) Brigade and TF S3s.
    - (4) Brigade and TF S2s.

- (5) FSCoord, brigade and TF FSOs; brigade NGLO; TF SALT leader.
- (6) Brigade and TF ALOs; brigade air officer.
- c) Type C:
  - (1) Brigade, TF, supporting battalion and company/battery commanders.
  - (2) Brigade and TF S3s.
  - (3) Brigade and TF S2s.
  - (4) FSCoord, brigade and TF FSOs; brigade NGLO; TF SALT leader.
  - (5) Brigade and TF ALOs; brigade air officer.
- d) Type D:
  - (1) Brigade, TF commanders.
  - (2) Brigade and TF S3s.
  - (3) Brigade and TF S2s.
  - (4) FSCoord, brigade and TF FSOs; brigade NGLO; TF SALT leader.
  - (5) Brigade and TF ALOs; brigade air officer.
- 22) The brigade conducts multiple rehearsals if time is available, to include contingency plans. [FM 101-5, p. M-15]
  - a) Combined arms maneuver rehearsal.
  - b) CSS/logistics rehearsal.
  - c) Fire support rehearsals.
    - (1) Brigade fire support rehearsal.
    - (2) Field artillery battalion technical rehearsal.

(3) CAS execution.

- 23) The brigade conducts realistic and thorough rehearsals replicating the enemy accurately and: [FM 71-3, pp. 3-27 - 3-29]
  - a) A slow walk through of the mission is performed, with staff and subordinate leaders explaining their actions at every step to ensure understanding; then a rehearsal is done at combat speed with minimal guidance.
  - b) Synchronization of the BOS is accomplished by common understanding of how each element's respective contribution adds to the synergy of the whole.
  - c) Rehearsals are conducted from the point of threat identification up to the point where the brigade is able to complete the mission and achieve the destruction of the enemy.
  - d) All brigade systems (vehicles, troops, combat multipliers) participate if time is available; representative portions of brigade systems participate if time or space is not available.
  - e) During the rehearsal, participants execute exactly as they would in the battle.
- f. The brigade commander ensures that each BOS is synchronized with other BOS during visits, backbriefs, and rehearsals. [FM 101-5, pp. H-36 - H-42]
  - 1) The brigade commander synchronizes intelligence requirements with the other BOS.
    - a) The commander and S2 review the DST, enemy situation template, and event template to ensure that threat courses of action are clear and understood.
    - b) The brigade S2 processes information and disseminates updated intelligence of enemy situation, terrain, and weather.
      - (1) Descriptions and locations of obstacles, fortifications, and known or potential contaminated areas and available NBC delivery systems.
      - (2) Threat locations (CPs, weapons systems), strengths, capabilities, probable boundaries, known vulnerabilities, and threat probable courses of actions and intentions.

- 2) The brigade commander synchronizes maneuver with the other BOS.
  - a) Subordinate units' maneuver plans are verified and synchronized with indirect fires and the brigade plan.
    - (1) Direct and indirect fire plans include:
      - (a) Units and weapons systems positions.
      - (b) Triggers for the initiation of direct and indirect fires.
      - (c) Disengagement and engagement criteria.
      - (d) Direct and indirect fire control measures.
    - (2) Maneuver plans include:
      - (a) Actions in the objective area.
      - (b) Actions on contact.
      - (c) Movement techniques.
    - (3) Security and covering force plans including:
      - (a) Passage of lines.
      - (b) Battle-handover.
      - (c) Integration of fire support.
      - (d) Reconstitution.
    - (4) Movement plans during the battle including:
      - (a) Whether routes are selected, reconnoitered, and marked.
      - (b) Whether movement to alternate and supplementary positions, including overwatch covering displacement, takes advantage of available cover and concealment.

- (c) Whether direct and indirect fires are synchronized with movement and repositioning to preserve the force and to attrit and delay the enemy.
    - (d) Whether commitment of the reserve is consistent with brigade plans.
  - b) Brigade contingency plans, branches, and sequels are verified and synchronized.
  - c) Reactions to NBC attacks are integrated to ensure force protection and reinforce the brigade's ability to perform its mission on a contaminated battlefield.
    - (1) NBC reports and NBCWRS, including agent detection/identification and MOPP posture changes, are continuously assessed and disseminated.
    - (2) Decontamination sites and equipment are prepared to support hasty and deliberate decontamination.
    - (3) Brigade units and soldiers can perform basic decontamination skills.
- 3) The brigade commander synchronizes fire support with the other BOS.
  - a) Subordinate unit fire support plans are verified and synchronized with the brigade scheme of maneuver and fire support plan.
  - b) The brigade fire support plan is reviewed for refinements, to include:
    - (1) Shifts in priorities of fires and timing for preplanned and targets of opportunity engagements in each phase of the operation.
    - (2) Positioning of primary and backup observers to allow observation of all preplanned targets and EAs.
    - (3) Priority of fires and priority targets for each phase of the mission, including method for prioritizing calls for fire.
    - (4) Finalizing artillery target groups and series.
    - (5) Employment concept for special munitions (i.e., FASCAM, smoke, DPICM, copperhead) is completed.

- (6) Refinements to employment of CAS and Army aviation.
  - (7) Control measures and restrictions.
- c) Refinements to the fire support plan are integrated by FRAGOs, into:
  - (1) The DST.
  - (2) The synchronization matrix.
  - (3) The FSEM.
- 4) The brigade commander synchronizes air defense with the other BOS.
  - a) Brigade S2 identifies enemy air avenues of approach and enemy attack helicopter firing positions.
  - b) Brigade ADO confirms air defense coverage against enemy air attacks along single and multiple air avenues of approach.
  - c) Air defense assets are ready to move with maneuver elements to ensure that planned, support is provided without interfering with the subordinate units' maneuver.
  - d) The brigade commander and brigade ADO examine ADA coverage plans to identify weaknesses and risks.
  - e) A2C2 considerations are understood by all airspace users.
  - f) Fratricide prevention measures are adequate and understood.
- 5) The brigade commander synchronizes mobility, countermobility, and survivability with the other BOS.
  - a) Ensures that mobility assets are task organized, positioned, and prepared to respond to potential obstacles and choke point congestion.
    - (1) Verifies that brigade units are prepared to conduct in-stride and deliberate breaching.
    - (2) Timing and coordination for each separate brigade counter-obstacle breach is finalized to ensure synchronization between the support, breach, and assault forces.



- (3) Verifies engineers and subordinate units are prepared to perform obstacle reconnaissance in order to physically confirm brigade breach sites.
  - b) Checks that countermobility plan to ensure integration of direct and indirect fire for each obstacle.
  - c) Verifies that survivability positions for vehicles, personnel, and equipment are being completed as planned.
- 6) The brigade commander synchronizes CSS with the other BOS.
- a) Verifies that CSS assets are positioned and prepared to provide planned supply, medical, transportation, and maintenance support to the brigade during the mission, without interfering with the brigade maneuver.
  - b) Verifies push packages of emergency resupplies are configured and ready.
  - c) Reviews designated MSR and ASRs to ensure that CSS assets can provide timely response.
  - d) Verifies that medical assets and operations are prepared to support the brigade.
  - e) Ensures that vehicles and equipment are being recovered, repaired, and returned to user or delivered to higher maintenance echelons during the preparation phase.
  - d) Verifies that maintenance assets are task organized and are prepared to provide support and that unit maintenance collection points (UMCP) are prepared to displace and provide planned support.
- 7) The brigade commander synchronizes command and control with the other BOS.
- a) The brigade commander reviews the DST, synchronization matrix, and FSEM to ensure that:
    - (1) Plan modifications are integrated.
    - (2) Mission details to achieve the commander's intent are adequately reflected.

- (3) Combat power is synchronized and massed:
    - (a) Against the enemy.
    - (b) At the decisive point as visualized by the brigade commander.
  - b) The brigade commander reviews the criteria for the employment of reserves to verify that his intent and visualized endstate can be achieved.
  - c) Planned command and control measures are reviewed by the brigade commander, staff, and subordinate leaders to ensure completeness of all brigade documents; at minimum:
    - (1) Maneuver graphics and control measures (e.g., phase lines, objectives, routes, check and coordination points).
    - (2) Signals and quick execution code words.
    - (3) DST.
    - (4) Synchronization matrix.
    - (5) FSEM and FSCM.
  - d) CPs and staff are prepared to support the mission.
    - (1) Ready to receive, process, and disseminate information.
    - (2) Move and position to support the brigade commander during the battle.
    - (3) Coordinate and synchronize combat multipliers.
    - (4) Exchange information with division and adjacent units.
- g. The brigade commander ensures that any refinements to the OPORD/FRAGO and all critical associated documents are updated, reflect his most current guidance, and are distributed. [FM 101-5, App H]
  - 1) The brigade commander modifies guidance and orders based on continued preparation activities, rehearsals, and other METT-T information.

- 2) The brigade staff refines original OPORD and all associated documents based on continued preparation activities, rehearsals, and other METT-T information.
  - 3) The brigade staff refines FRAGO and all associated documents based on continued preparation activities, rehearsals, and other METT-T information.
  - 4) The brigade staff distributes refined/updated OPORD, FRAGO, and associated documents to higher, adjacent, and subordinate headquarters.
- h. Brigade subordinate, attached, DS, and OPCON units continue final battlefield preparations based on refined/updated OPORD, FRAGO, and associated documents.

## TASKS ORGANIZED BY OUTCOMES

This component links the tasks with the outcomes the task performance supports. Each outcome is linked with all appropriate tasks. This component serves two purposes. The first is to ensure that each BF outcome is sufficiently supported by all tasks necessary to achieve the outcome. The second is to verify that the outcomes selected support the BF purpose and that they are complete and that no additional outcomes are required to define the BF. This component can be used by trainers to facilitate assessment of training proficiency and to plan training.

### Outcome 1

Brigade command posts (CPs) maintain continuous communications with higher, adjacent, and subordinate headquarters.

#### Task Elements

1. **The brigade command posts and staff manage and maintain command, control, and communications.** [TRADOC Pam 11-9, Chap 7 and App D]
  - a. The brigade CPs manage means of command, control, and communications (C3). [FM 71-3, pp. 3-1 - 3-20]
    - 1) The brigade commander appoints an "information manager" from the staff (usually the brigade XO) to: [FM 101-5, Chap 6 and App B]
      - b) Facilitate the flow of information and communication of information from staff members and subordinate units.
    - 5) LNOs provide information to the brigade commander and staff and to the headquarters they represent. [FM 101-5, App L]
      - a) Responses to specific questions asked of LNO.
      - b) Unit locations, activities, capabilities, status, and intentions.
      - c) Coordination problems.
        - (1) Inability to reach/meet with specific people or staff positions.
        - (2) Receipt of information which invalidates or should change estimates and plans.
    - 6) All brigade CPs eavesdrop on lower and adjacent unit command and operations and intelligence (O&I) nets for information. [FN-NTC]

- 8) The brigade S3 at the command group and the tactical (TAC) CP or tactical operations center (TOC) manages communication: [FM 71-3, Chap 3; FM 71-123, Chap 1]
  - a) Facilitates control and coordination for the commander through communication with subordinate, adjacent, and supporting elements.
  - b) Passes processed information and keeps the commander updated on new information through concise, consolidated updates.
- 9) The brigade XO and/or battle captain at the main CP manages communications and: [FM 71-3, Chap 3; FM 71-123, Chap 1; ARTEP 71-3 MTP, Task 71-3-0001]
  - a) Maintains communications linking the main CP to division and adjacent units' CPs; manages communications networks and communications with brigade subordinate units.
  - b) Establishes and maintains communications between the brigade main CP, the BSA, bases, base clusters, or other units in support of rear area operations.
  - c) Manages communications networks in support of counterreconnaissance and R&S operations in order to maintain reporting linkages for critical sources of information.
  - d) Establishes and maintains a digitized LAN and WAN to support battlefield computer systems.
- 10) The brigade S1 at the rear CP manages communication and: [FM 71-3, Chap 3, 8; ARTEP 71-3 MTP, Task 71-3-1012; 4004]
  - a) Collocates with the FSB CP in the brigade support area (BSA).
  - b) Monitors the tactical situation and maintains communications to ensure that the rear CP is prepared to assume duties of the brigade main CP.
- b. The brigade CP maintains communications (frequency modulated [FM] radio, multi-channel, wire, and messenger) with subordinate units, adjacent units, and supporting and higher headquarters. [FM 71-3, pp. 3-18 - 3-21; ARTEP 71-3 MTP; LL-CTC Bulletin 94-1, p. 7]
  - 1) The Bde SO ensures that brigade communications systems and links (e.g., area communications networks and retransmission stations) are operational and

support the commander, staff, and subordinate leaders. [ARTEP 71-3 MTP, Task 71-3-1102; 1103]

- a) Manages brigade communications, including positioning of command and control elements.
  - b) Controls signal operations instructions (SOI) issue and use.
  - c) Coordinates retransmission capabilities for the brigade.
  - d) Directs the communications section's efforts on inspecting and testing brigade organic communications equipment and systems.
  - e) Directs the supporting signal unit's efforts in establishing and maintaining area communications networks.
  - f) Develops plan for brigade reaction in event of compromise of brigade communications security.
- 2) The brigade CPs position to maintain C3. [FM 71-123, p. 1-47]
- a) CPs position so that the commander and staff can maintain communications with higher, adjacent, and subordinate units during preparation and transition to battle. [FM 71-3, pp. 3-21; FM 71-123, p. 1-47]
    - (1) The commander is able to exercise command and control during mission preparation.
    - (2) CPs displace prior to line of departure time/mission execution time to facilitate command and control during the transition from preparation to the initiation of the battle.
    - (3) Brigade staff ensures that CPs are not detected by the enemy by using passive defense measures.
  - b) The brigade commander and TAC CP position prior to mission execution to exercise command and control during the initial stages of execution. [Battle Command, Techniques and Procedures, BCBL, (11 April 95), p. 4-2 - 4-6; LL-CALL Compendium, Vol 1, Heavy Forces, Fall 88]
    - (2) The brigade commander can assess the situation and respond to battlefield events.

- (3) The brigade commander can observe and control the main effort.
- (5) The brigade commander directs the FSCOORD, or brigade FSO and ALO to position with him to help control fires during transition from preparation to mission execution. [AN]
- (6) The brigade commander may direct the engineer battalion commander to position forward in the TAC CP to assist in synchronization of the mobility, countermobility, survivability (M/CM/S) aspects of the battle. [AN]
- (7) The TAC CP operates and monitors communications nets. [FM 71-3, p. 3-12]
  - (a) Brigade command.
  - (b) Brigade O&I.
  - (c) Division command.
  - (d) Division O&I.
  - (e) Fire support nets (voice and digital).
  - (f) Air Force coordination nets (FM, high frequency [HF], ultra high frequency [UHF], very high frequency [VHF]).
  - (g) Other nets as directed and equipped (e.g., division HF, division amplitude modulation [AM], tactical satellite [TACSAT]).
  - (h) The division modulation (AM) nets.
- c) The main CP positions prior to mission execution to: [FM 71-123, p. 1-47]
  - (1) Effectively collect, analyze, and pass critical information.
  - (2) Maintain voice and digital communications with higher, adjacent, and subordinate units.
  - (3) Communicate to subordinates the commander cannot reach.
  - (6) Operate and monitor communications nets.

- (a) Brigade command (acts as net control station [NCS] for command net).
  - (b) Division command.
  - (c) Fire support nets (voice and digital).
  - (d) Brigade O&I (NCS).
  - (e) Division O&I.
  - (f) Brigade administrative/logistics (A/L).
  - (g) United States Air Force (USAF) coordination nets.
  - (h) Division early warning net.
  - (i) Engineer net.
  - (j) Maneuver control system (MCS).
  - (k) Air defense battery net.
- d) The rear CP positions prior to mission execution to coordinate and facilitate pushing CSS forward to sustain operations. Tasks include: [FM 71-123, p. 1-47]
  - (6) Prepare to assume role as alternate main CP.
  - (7) Communicate on and monitor communications nets:
    - (a) Brigade command.
    - (b) Brigade A/L (serves as NCS).
    - (c) Division A/L.
    - (d) If not collocated, the FSB net.
    - (e) Expanded communications when/if it becomes the main CP in an emergency.
- c. The brigade CP protects friendly C3. [FM 71-123, Chap 1; FM 101-5, pp. 7-1 - 7-2; Battle Command Techniques and Procedures, BCBL, 21 Apr 95]



- 1) The brigade S3 (with input from the brigade S2, Bde SO, and other brigade staff officers) develops C3 protection measures. [FM 101-5, pp. 7-1 - 7-2; ARTEP 71-3 MTP, Task 71-3-3014]
  - a) Identifies how C3 protection will support mission and commander's intent.
  - b) Identifies critical friendly C3 systems.
  - c) Analyzes friendly C3 systems for critical and vulnerable nodes.
  - d) Prioritizes nodes for protection.
  - e) Determines enemy capability to conduct counter C3 and the effects of counter C3 on friendly C3 (mutual interference).
  - f) Recommends protection measures and monitor their effectiveness.
- 2) The brigade CPs take actions to survive, employ: [FM 71-123, p. 1-47; FM 101-5, pp. 7-18 - 7-20; LL-CTC Bulletin 95-4, Chap 5] (Also see brigade BF 25 for a complete discussion of OPSEC)
  - a) OPSEC measures.
    - (1) Use of terrain for cover and concealment.
    - (2) Selected routes which reduce detection by the enemy.
    - (3) Camouflaged positions.
    - (4) Avoidance of target reference points.
    - (5) Use of electronic counter measures (ECM).
  - b) Security forces to: [FM 71-123, p. 1-47]
    - (1) Provide early warning, through the use of listening posts/observation posts (LP/OP) and patrols.
    - (2) Provide perimeter protection.
    - (3) React immediately.
  - c) Planning for deliberate and hasty repositioning. [FM 71-123, p. 1-48; FM 101-5, p. 7-20]

- d) Engineer support to dig in CP positions. [AN]
- d. The brigade denies the enemy effective C3 through: [FM 101-5, pp. 7-2 - 7-20; ARTEP 71-3 MTP, Task 71-3-3014; LL-CALL CTC Bulletin 95-4, Chap 5]
  - 2) EW: The brigade commander considers electronic attack of enemy C3 systems through the use of:
    - c) Jamming, considers:
      - (2) The effect jamming will have on other friendly operations.
  - 5) OPSEC: The brigade S3 plans and monitors actions to deny the enemy information concerning past, current, and future operations: [FM 101-5, p. 7-19; ARTEP 71-3 MTP, Task 71-3-3014]
    - b) Physical security.
    - c) Signal security (SIGSEC).
    - d) Information security.

## Outcome 2

The brigade commander, staff, and other key individuals within the armored brigade receive, evaluate, and process timely and accurate information on adherence to timelines and the quality of battle preparations.

### Task Elements

1. **The brigade command posts and staff manage and maintain command, control, and communications.** [TRADOC Pam 11-9, Chap 7 and App D]
  - a. The brigade CPs manage means of command, control, and communications (C3). [FM 71-3, pp. 3-1 - 3-20]
  - 6) All brigade CPs eavesdrop on lower and adjacent unit command and operations and intelligence (O&I) nets for information. [FN-NTC]
2. **The brigade command posts and staff support synchronization by acquiring, evaluating, and communicating information and maintaining status.** [TRADOC Pam 11-9, Chap 7 and App D]
  - a. The brigade CPs and staff support synchronization by acquiring information. [TRADOC Pam 11-9, Chap 7 and App D]

- 1) All brigade staff officers and LNOs obtain information; they commonly: [FM 101-5, p. 3-84, C-4, Chap 6, App A]
  - a) Focus information collection according to CCIR and immediately communicate any response to CCIR to the commander, XO, and brigade S3. [FM 101-5, pp. 6-8, 6-11, 6-16, and C-4]
  - b) Obtain information relevant to fulfilling their responsibilities for the brigade's preparations for battle: [FM 101-5, pp. 6-33, 6-34]
    - (1) Monitor and modify preparation activities as necessary.
    - (2) Verify/modify coordination between the brigade and adjacent units.
    - (3) Facilitate synchronization.
  - c) Provide appropriate recommendations to the commander and XOs S3 relative to their functional areas. [FM 101-5, pp. 6-33, C-2]
  - d) Continually coordinate with each other personally and with external headquarters to obtain information such as: [FM 101-5, p. 3-84, App A]
    - (1) Specific information requirements.
    - (2) Updates/modifications of CCIR as directed by the brigade commander during:
      - (a) Rehearsals.
      - (b) Backbriefs.
      - (c) Commander visits.
  - e) Identify intelligence information to assist the brigade S2 with brigade IPB.
  - f) Identify information for the brigade XO regarding supporting units' requirements for use of terrain in the brigade area.
- 2) The brigade CSM obtains information relative to brigade combat preparations on matters such as: [FM 71-3, p. 3-6]
  - a) Morale, discipline, and adherence to standards by brigade soldiers.

- b) Brigade capability to sustain combat operations.
  - c) CSS system.
  - d) Welfare of brigade soldiers.
  - e) Individual soldier training.
  - f) Other duties or information requested by the brigade commander.
- 3) The brigade XO obtains information relative to brigade combat preparations. [FM 71-3, p. 3-5]
- a) Revised/updated CCIR from the brigade commander.
  - b) Specific information requirements from the brigade commander.
  - c) Information about desired briefings and rehearsals from the brigade commander.
  - d) Information necessary to synchronize brigade preparation activities from the division and brigade staff.
  - e) Status of preparation tasks.
- 4) The brigade S2 and brigade S2 section obtain intelligence information. [FM 101-5, pp. C-7, C-8; FM 34-130, Chap 2]
- a) Higher headquarters and brigade staff: [ARTEP 71-3 MTP, Task 71-3-2003, 2006/1]
    - (1) Changes from the brigade commander to guidance, mission concept, priorities, and his requirements for intelligence information.
    - (2) Intelligence summary (INTSUM) and spot reports from division and higher headquarters.
    - (3) Information from division and adjacent units based on previously submitted information queries.
    - (4) OPSEC reports from the brigade S3/operations section and subordinate units which contribute to analysis of brigade security posture.

- (5) Updates from the division intelligence general staff (G2) on enemy activity based on reports from the CEWI battalion.
- (6) Information on current situation learned by eavesdropping on division and adjacent unit command and O&I nets.
- (7) Information on the location and status of EW assets from the DS MI company commander.
- (8) Information on enemy air threat from the division G2.
- (9) Information on weather from the division staff weather officer.
- b) Subordinate units: [ARTEP 71-3 MTP, Task 71-3-2004, 2002/3]
  - (1) Information from debriefing patrols and other R&S forces performing brigade directed information collection activities.
  - (2) Spot size, activity, location, unit, time, equipment (SALUTE) reports from brigade elements.
- c) Brigade special staff officers. [FM 101-5, App A]
- d) LNOs from/to higher, adjacent, and supporting units. [FM 101-App L]
- e) Other sources such as: [ARTEP 71-3 MTP, Task 71-3-2007/1, 2; 2004/2; AN]
  - (1) Aerial photographs.
  - (2) Prisoners, deserters, and civilian population.
  - (3) EW, radars, and sensors.
  - (4) Unmanned aerial vehicle (UAV).
  - (5) ASAS.
  - (6) TerraBase terrain analysis team.
  - (7) Artillery forward observers.
  - (8) Special operations forces (SOF) and division and corps long-range surveillance units (LRSUs).
  - (9) Overflights by friendly air sources.

- 5) The brigade S3 and brigade S3 section obtain operations information (e.g., changes to mission, enemy, terrain, troops, and time available [METT-T] and status of battlefield operating systems [BOS]). [FM 101-5, pp. C-8, C-9]
  - a) The brigade commander and higher headquarters. [ARTEP 71-3 MTP, Task 71-3-3001/1]
    - (1) Changes from the brigade commander to guidance, mission concept, priorities, and his requirements for operational information.
    - (2) FRAGOs/WARNOs from division.
    - (3) Situation updates from division.
      - (a) SITREPs.
      - (b) Responses on queries and requests submitted by the brigade.
      - (c) Changes to division situation which necessitate changes to brigade OPSEC posture.
      - (d) Changes to enemy situation (e.g., enemy reconnaissance activity, EW activity).
    - (4) Division and corps units requiring terrain in the brigade AO.
    - (5) Division main CP relating to determining effectiveness of brigade OPSEC measures. [ARTEP 71-3 MTP, Task 71-3-3014/1]
  - b) Subordinate units. [ARTEP 71-3 MTP, Task 71-3-3003/1, 2, 3]
    - (1) Subordinate units' OPLANs/OPORDs and graphics.
    - (2) Changes to subordinate units plans.
    - (3) Reports from subordinate units.
      - (a) Enemy contact.
      - (b) Current and projected strength and combat power.
      - (c) Status of task organization.

- (d) OPSEC reports.
    - (e) Results of local security operations.
  - (4) Requests for resources from subordinate units based on their mission analyses and determination of their needs.
  - (5) Recommendations from subordinate commanders (TF, DS FA, engineer, FSB) on changes to the brigade plan based on their mission analyses, current status, and projected status.
  - (6) Information about the current situation learned by eavesdropping on subordinate and adjacent units' command nets.
  - (7) Information about adjusted maneuver plans from subordinate units.
  - (8) Information about preparations in context of adherence to timelines.
- c) Other staff officers/LNOs. [ARTEP 71-3 MTP, Task 71-3-3003/2, 3; FM 101-5, App A]
- (1) Information from the brigade S2 and brigade S2 section which confirms or refutes operations estimate of the situation required to achieve the brigade commander's intent.
  - (2) Updates from brigade S1/brigade S4.
    - (a) Personnel and unit status.
    - (b) Vehicle and equipment status.
    - (c) Status of all classes of supply.
    - (d) Replacement plan for personnel and equipment.
  - (3) Updates from brigade S5 on the status of CMO.
  - (4) Updates from the brigade FSO on employment plans and status of fire support assets.
  - (5) Updates from the assistant brigade engineer (ABE) on status of M/CM/S actions and unit status.

- (6) Updates from the brigade ALO on employment plans and status of CAS requests.
  - (7) Updates from the brigade AVLO on status and planned employment of attack, assault and cargo helicopter units.
  - (8) Updates from the Bde SO on the status of brigade communications links and systems.
  - (9) Updates from the brigade chemical officer (CMLO) on the status and planned employment of chemical units.
  - (10) Updates from the brigade ADO on the status and planned employment of air defense units.
- d) Brigade staff and TF units necessary to deconflict terrain requirements and projected locations for external and/or supporting units operating in the brigade area. [FM 101-5, Chap 3]
- 6) The brigade S3 Air, as chief of A2C2 element, obtains information from the brigade S2, FSE, air defense section, AVLO, ALO, and NGLO concerning airspace use. [ARTEP 71-3 MTP, Task 71-3-3012]
- 7) The brigade S5 and brigade S5 section (when assigned) obtain information about civil affairs requirements and resources. [FM 101-5, p. C-9; ARTEP 71-3 MTP, Task 71-3-5001, 5003, 5004]
- a) Changes to CMO guidance from higher headquarters.
  - b) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
  - c) The availability and acquisition of local personnel, materials, facilities, and support resources from host nation officials, local labor leaders, and owners of private property.
  - d) Estimates from subordinate commanders on whether the situation with civilians will interfere with military operations in their sectors.
- 8) The FSCOORD, brigade FSO, NGLO, and FSE section obtain fire support information. [FM 6-20, pp. 2-22, 2-23; FM 6-20-40, Chap 4; ARTEP 71-3 MTP, Task 71-3-9002/1b, 3; 9003/1a; 9004/1a]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.



- b) Intelligence information from the brigade S2, division FSE, and division artillery TOC.
  - (1) Enemy capabilities to attack the brigade with indirect fires.
  - (2) Responses to information and intelligence queries submitted by the brigade previously.
  - (3) Target acquisition assets and plans.
- c) Field artillery status from DS FA battalion S3.
  - (1) Current and projected locations of units.
  - (2) Current and projected unit weapons status.
  - (3) Current and projected ammunition status.
  - (4) Status and location of Q36 radar.
- d) Field artillery status from DIVARTY/division FSE.
  - (1) Organization for combat (including general support [GS] and general support reinforcing [GSR], field artillery).
  - (2) Locations and status of GS, GSR, batteries, and platoons.
  - (3) Status and locations of counter battery radars.
  - (4) Status and timing of meteorological support.
  - (5) Division or corps directed fire support coordination measures.
- e) Task organization, personnel and equipment status, and status of preparations from TF FSOs.
  - (1) Combat observation laser teams (COLT).
  - (2) Fire support teams (FIST).
  - (3) Mortars.
  - (4) Supporting arms liaison teams (SALTs) of the air and naval gunfire liaison company (ANGLICO).

- f) Bottom-up refinements regarding projected locations, targets and timelines from TF FSOs for the following:
    - (1) Maneuver TFs.
    - (2) Scout platoons.
    - (3) COLTs and other observers.
    - (4) Final protective fires.
    - (5) Fire support coordination measures.
    - (6) Obstacle locations.
  - g) Availability and locations of EW assets from brigade S2 and the DS MI company commander.
  - h) Availability of NSF from the brigade NGLO.
  - i) Information from the brigade ALO and AVLO.
    - (1) Employment plans and status for Army aviation (from AVLO).
    - (2) Availability of CAS support based on ATO from ALO.
    - (3) Status updates on availability and capability of tactical air control party (TACP) to coordinate and execute CAS from ALO.
    - (4) Aviation requirements for brigade fire support (e.g., SEAD and attack helicopter battalion target lists based on routes, times, and fire support coordinating measures).
  - j) Information necessary to refine plans for coverage of obstacles and adjustments to FASCAM employment from the ABE.
  - k) Fire support requirements from the brigade S4 and FSB commander to support the BSA RACO.
  - l) A2C2 information from the brigade S3 Air.
- 9) The brigade engineer, ABE, and ABE section obtain M/CM/S mission information. [FM 5-71-3, Chap 2; ARTEP 71-3 MTP, Task 71-3-8001/1, 2; 8003]

- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
- b) Reports from the engineer battalion or TF engineers about status of equipment.
  - (1) Armored combat earthmovers (ACE).
  - (2) Armored vehicle launched bridges (AVLB).
  - (3) Mine clearing line charges (MICLIC).
  - (4) Mine clearing blades and rollers.
  - (5) Cleared lane mechanical marking system (CLAMMS).
- c) Countermobility status:
  - (1) Obstacle/barrier construction starting and completion times from engineers and subordinate units.
  - (2) Status on delivery of CL IV and V materials from engineers and subordinate units.
  - (3) Updates on adherence to obstacle preparation timelines from engineers and subordinate units.
  - (4) Updates on preparations for FASCAM employment from the brigade FSO. [ARTEP 71-3 MTP, Task 71-3-8003]
  - (5) Information on target turnover to maneuver units.
- d) Survivability status:
  - (1) Position construction starting and completion times from engineers and subordinate units.
  - (2) Updates on adherence to survivability position construction timelines from engineers and subordinate units.
  - (3) Status of receipt of survivability materials from TF S4s.
- e) Mobility status:
  - (1) Updates on availability of engineer materials from the engineer battalion S4.

- (2) Updates on availability of engineer systems (operational, non-operational) from engineer companies.
- (3) Updates on availability of mobility equipment organic to brigade maneuver units (e.g., plows, rollers, breach kits) from TF S4s.
- (4) Reports from engineer reconnaissance units and TF scouts on terrain and enemy obstacles.
- f) Task organization status from engineer and TFs, including adherence to established timelines.
- g) Intelligence information from engineer battalion headquarters.
- h) Information from the brigade S2 and brigade S2 section on weather, terrain, and other information which confirms or refutes estimates of engineer requirements.
- i) Information from brigade S4 and brigade S4 section on the delivery of CL IV/V materials.
- j) Changes to TF projected locations, M/CM/S requirements, and timelines.
- 10) The brigade CMLO and NBC section obtain information concerning friendly and enemy NBC status. [ARTEP 3-117-40 MTP; Task 3-4-0001; 0002, 0005/1]
  - a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
  - b) NBC warning and reporting system (NBCWRS) updates from division.
  - c) Status and location updates for NBC equipment and supplies from subordinate units and brigade S4.
  - d) Availability, status, and location of decontamination, smoke, and reconnaissance assets from division CMLO.
  - e) NBC monitoring and surveillance reports from subordinate units.
  - f) Information from the brigade S2 and brigade S2 section which confirms or refutes estimate of NBC threat and requirements.

- g) Changes to TF and subordinate units' plans in terms of projected locations, decontamination requirements, and timelines.
- 11) The brigade ADO obtains information on air defense requirements and resources. [ARTEP 71-3 MTP, Task 71-3-6001/1]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
  - b) Disposition of ADA assets from the ADA battalion commander and subordinate ADA elements.
  - c) AD weapons systems and ammunition status from supporting ADA elements.
  - d) Intelligence information from the ADA battalion.
  - e) Information from the brigade S2 and brigade S2 section which confirms or refutes estimate of AD requirements.
  - f) Weapons control status from the area air defense commander.
  - g) Air defense warning system updates from ADA battalion and division.
  - h) Changes in brigade air situation.
  - i) Changes or additions to USAF, Marine (USMC), Navy (USN) or Army aviation routes and schedules through the brigade sector.
  - j) A2C2 updates from division G3 A2C2 section.
  - k) Changes in positions or priorities of designated brigade assets to be defended.
  - l) Changes to brigade and subordinate units' projected locations, routes, and timelines.
- 12) The Bde SO and communications section obtain information concerning brigade communications requirements and capabilities. [ARTEP 71-3 MTP, Task 71-3-1101/1; 1102/1,4]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
  - b) Status of communications links from brigade CPs to division and other MSC CPs.

- c) Disposition and status of divisional communications assets from the assistant division signal officer and signal battalion.
  - d) Updates from subordinate units on communications status.
    - (1) Status of communications links from brigade CPs.
    - (2) Equipment (secure and non-secure).
    - (3) SOIs.
    - (4) Availability of subordinate unit communications personnel and equipment.
  - e) Intelligence information from the division signal battalion headquarters.
  - f) Information from the brigade S2 and brigade S2 section.
    - (1) Which confirms or refutes estimate of communications requirements.
    - (2) Which updates enemy electronic and communication capabilities.
    - (3) Friendly EW operations.
  - g) Status reports from retransmission stations.
    - (1) Positioning.
    - (2) Equipment serviceability and capability.
    - (3) Communication ranges and dead spaces.
  - h) Information from the brigade XO and brigade S3 about changes to proposed brigade CP locations and projected timelines.
  - i) Changes to TF and subordinate units' plans in terms of projected locations and timelines.
- 13) The Army AVLO obtains information about friendly air capabilities and plans. [ARTEP 71-3 MTP, Task 71-3-7001; ARTEP 71-3 MTP, Task 01-4-1311,1322]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.

- b) Updated status from the aviation brigade on helicopter availability, support, and plans.
  - c) Intelligence information from aviation brigade headquarters.
    - (1) Enemy AD weapons and electronics capabilities.
    - (2) Enemy ground to air threat.
    - (3) Enemy air to air threat.
  - d) Information from the brigade S2 and brigade S2 section which confirms or refutes estimate of weather constraints and enemy AD capabilities.
  - e) Information from the brigade FSO on SEAD, ACAs, fires, and laser support for Army aviation operations.
  - f) Information from the brigade S3 and brigade S3 Air on concept for employment of Army aviation and desired effects.
  - g) Updates from division or the aviation brigade on aviation activities in the brigade sector (e.g., ingress or egress routes and times before/after a deep attack).
  - h) Status from the brigade ALO and air officer on flight operations.
    - (1) Times.
    - (2) Locations.
    - (3) Routes.
  - i) Changes to TF and subordinate units' plans in terms of projected locations and timelines.
- 14) The brigade ALO and Marine air officer obtain information about friendly air plans and requirements. [FM 6-20-40, Chap 2, and p. A-9; FM 6-20-50, p. C-7; FM 71-3, Chap 3]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
  - b) Updated ATO information from division ALO about CAS (e.g., missions, times, routes).

- c) Intelligence information through Air Force channels.
    - (1) Enemy AD weapons capabilities and electronics signatures.
    - (2) Enemy ground to air threat.
    - (3) Enemy air to air threat.
    - (4) Enemy ground activities.
  - d) Information from the brigade S2 and brigade S2 section which confirms or refutes estimate of weather constraints and enemy AD capabilities.
  - e) Information from the brigade FSO on SEAD, ACAs, fires, and lasing support requirements for friendly air operations.
  - f) Status from the brigade S3, brigade S3 Air, FSO, and AVLO concerning the concept for employment of JAAT and desired effects.
  - g) Status from the brigade AVLO on helicopter operations.
  - h) Changes to TF and subordinate units' projected locations and timelines.
- 15) The ALO or Marine air officer obtains information about requirements for, and capabilities of Marine/Navy air support. [FM 71-3, pp. 8-13; FM 6-20-40, p. A-26; FM 6-20-50, pp. C-25 - C-28]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
  - b) Availability/capability of Marine/Navy CAS.
  - c) Availability and times for general support naval gunfire from the NGLO or division naval gunfire officer.
  - d) Targeting information from the brigade FSE.
  - e) Mission timelines from the brigade FSE.
  - f) Fire support coordination and control measures from the brigade FSE.
  - g) A2C2 information from the brigade A2C2 cell.
- 16) The MP platoon leader obtains information on: [ARTEP 71-3 MTP, Task 71-3-1201/1]



- a) Changes from brigade commander to guidance, mission concept, priorities, and requirements for information.
  - b) Status of supporting MP forces.
  - c) Intelligence information from the brigade S2 and brigade S2 section regarding expected EPW rates.
  - d) Logistical information from the brigade S4 to support EPW holding areas (transportation, supplies, equipment, and medical).
  - e) Host nation military and civilian authorities regarding support of EPWs and EPW evacuation from the brigade S5.
  - f) Changes from brigade S3 regarding priorities for MP support for:
    - (1) Straggler and refugee control.
    - (2) Traffic control.
    - (3) EPW operations.
    - (4) Security operations.
- 17) The brigade S1 and brigade S1 section obtain personnel and administrative information. [ARTEP 71-3 MTP, Task 71-3-1001/1, 2; 1002/1, 3, 4; 1004/1; 1008/1; FM 101-5, p. C-5; FM 71-3, p. 8-5, 8-6, 8-17, 8-24]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and requirements for information.
  - b) Information from the brigade S2 and brigade S2 section which confirms or refutes estimates of personnel situation and casualty estimates.
  - c) Personnel status from subordinate and supporting units.
    - (1) Personnel status reports.
    - (2) Critical military occupational specialty (MOS)/grade shortages.
    - (3) Absent without leave (AWOL) status.
    - (4) Casualty feeder reports.

- (5) Accidents.
  - d) Personnel information from division G1/Adjutant General (AG).
    - (1) Availability of replacements and replacement operations. (including weapons system replacement operations [WSRO]).
    - (2) Postal services.
    - (3) Morale, welfare and recreation (MWR) support.
  - e) Morale and discipline indicators from division and brigade special staff officers.
    - (1) Uniform code of military justice (UCMJ) rates from staff judge advocate.
    - (2) Straggler and crime rates from provost marshal.
    - (3) Sick call and stress casualties from brigade surgeon.
    - (4) Complaint information from the inspector general.
    - (5) Feedback of leader and soldier concerns from the chaplains.
  - f) FSB support capabilities from the FSB support operations center.
  - g) Information from the MP platoon leader concerning EPW processing and evacuation requirements.
  - h) Information from the brigade S5 concerning CMO support requirements.
  - i) Changes to subordinate and "slice" unit plans in terms of projected locations and times.
- 18) The brigade S4 and brigade S4 section obtain logistical information. [ARTEP 71-3 MTP, Task 71-3-4001/1, 3; 4002; 4003; FM 101-5, p. C-9; FM 71-3, pp. 8-5, 8-17, 8-24]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and information requirements.
  - b) Information from the brigade S2 and brigade S2 section which confirms or refutes estimates of the logistical situation.

- c) Logistics reports from subordinate and supporting units.
    - (1) Status of supplies.
    - (2) Equipment readiness.
    - (3) Task organization and status of CSS elements:
      - (a) FSB.
      - (b) Field trains command posts (FTCPs).
      - (c) Combat trains command posts (CTCPs).
  - d) Maintenance, transportation and supply updates from the division G4, division transportation officer and FSB support operations center (including plans for WSRO).
  - e) Availability of air transportation assets from the brigade S3 Air.
  - f) Information from the MP platoon leader concerning EPW support requirements.
  - g) Information from the brigade S5 concerning availability of host nation assets and CMO support requirements.
  - h) Changes to subordinate and slice unit plans in terms of projected locations and times.
- 19) The brigade surgeon obtains medical information. [ARTEP 71-3 MTP, Task 71-3-1301/2, 3; 1302/1b]
- a) Changes from the brigade commander to guidance, mission concept, priorities, and information requirements.
  - b) Information from the brigade S2 and brigade S2 section which confirms or refutes projections of the casualty situation.
  - c) Medical updates and aerial medical evacuation capabilities from the division surgeon.
  - d) CL VIII supply updates from the division medical supply officer.
  - e) Additional medical support capability from the main support battalion (MSB) and corps assets.

- f) Subordinate and supporting unit medical support status.
    - (1) Positioning and readiness of medical assets.
    - (2) Capability to receive, triage and evacuate casualties.
  - g) Changes to subordinate and supporting unit plans in terms of projected locations and times.
  - h) Stress related casualties.
- 20) The FSB commander and support operations center obtain information about brigade CSS. [FM 63-20, Chap 3, 5, 6; FM 71-3, pp. 8-5, 8-6, 8-17, 8-18, 8-25]
- a) Changes from the brigade commander to guidance, mission, concept, priorities and information requirements.
  - b) Information from the brigade S2 and brigade S2 section which confirms or refutes estimates of the CSS situation.
  - c) Changes to guidance, priorities and requirements from the division support command (DISCOM) commander.
    - (1) CSS task organization.
    - (2) Tasks to provide CSS support to division and corps units.
  - d) Information from the MSB regarding backup CSS support.
  - e) Information from the division material management center (DMMC) concerning supply and maintenance management support.
  - f) Information from supported units regarding their requirements.
  - g) Information on corps/division CSS assets in the brigade rear.
  - h) Information from all organizations in the BSA (for defense and terrain management).
  - i) Information from FSB subordinate elements about their preparations for the battle and capability to provide required CSS.
- 21) The brigade HHC commander obtains information necessary to support the main and tactical CPs. [ARTEP 71-3 MTP, Task 71-3-1501]

- a) Obtains changes to brigade commander guidance, mission concept and information requirements from the brigade XO.
  - b) Obtains information from the brigade S2 and brigade S2 section which confirms or refutes enemy threat to the main CP.
  - c) Obtains anticipated movement times and projected locations for the main and TAC CPs from the brigade XO and brigade S3.
  - d) Obtains information from attachments/supporting agencies concerning space, supply and support requirements.
- b. The brigade CPs and staff support synchronization by evaluating acquired information and updating products. [FM 63-20, Chap 3 and 6; FM 101-5, Chap 6; ARTEP 1-100 MTP; ARTEP 3-117-40 MTP; ARTEP 71-3 MTP; LL-CALL Newsletter 90-8, Winning In The Desert, p. 24; LL-CALL CTC Bulletin 93-4, p. 9]
- 1) The brigade CSM: [AN]
    - a) Evaluates brigade combat preparations and identifies special concerns of the brigade commander.
    - b) Updates the brigade commander on his observations.
    - c) Evaluates extent of preparation versus desired endstate/time.
  - 2) The brigade XO: [AN]
    - a) Evaluates the quality and timelines of information being acquired in meeting the information needs.
    - b) Updates his guidance to the staff on information shortfalls.
    - c) Evaluates extent of preparation versus desired end state/remaining time.
  - 3) The brigade S2 and brigade S2 section: [ARTEP 71-3 MTP, Task 71-3-2002, 2003, 2005, 2006]
    - a) Evaluate intelligence information: [ARTEP 71-3 MTP, Task 71-3-2002/1; 2003/1, 2; 2004/1; 2005]
      - (1) Changes to guidance/direction and information.

- (2) Comparison of desired brigade endstates with current intelligence situation, trends, and IPB.
- (3) Information which:
  - (a) Identifies answers to brigade CCIR, PIR, and information requirements (IR).
  - (b) Confirms or refutes IPB information relative to achieving the commander's intent: NAIs and TAIs.
  - (c) Compares known enemy activity with projected enemy course(s) of action (COA).
  - (d) Identifies the enemy:
    - 1 Composition.
    - 2 Disposition.
    - 3 Location.
    - 4 Strength (losses) and present capabilities.
    - 5 Indications of possible enemy intent.
    - 6 Enemy reaction to friendly operations.
    - 7 Adherence to or deviation from postulated enemy.
- (4) R&S plan/operations as to whether they continue to meet the brigade commander's intent.
  - (a) Positioning of assets to collect PIR and IR.
  - (b) Positioning of assets to maintain constant observation of NAIs and TAIs.
  - (c) Positioning of assets to detect and track HPTs, provide observation for attack of HPTs, and provide battle damage assessment (BDA) on HPT following attack.
- (5) Indicators of enemy intentions:

- (a) NBC weapons usage or activity as prelude to offensive operations.
  - (b) Presence of reconnaissance forces as prelude to attack.
  - (c) Conduct of counter-reconnaissance preparations as an indicator of defense.
  - (d) Presence and massing of maneuver forces as initiation of offensive operations.
  - (e) Increase of enemy helicopter activity as indication of air assault operations.
  - (f) Increase in enemy fighter activity and massing of transport fixed wing aircraft as indicators of airborne assault or start of offensive operations.
  - (g) Increase of enemy field artillery and rocket unit activity.
  - (h) Presence and nature of activity of enemy engineer systems.
  - (i) Meaconing, interference, jamming, interception (MIJI) and other changes in enemy electromagnetic activity as prelude to offensive operations.
  - (j) Changes to enemy activities (levels, patterns).
- b) Deduce:
- (1) Changes to current enemy COAs.
  - (2) Possible future enemy COAs.
- c) Evaluate changes in situation which should lead to convening the targeting and/or A2C2 teams. [AN]
- d) Update intelligence products. [ARTEP 71-3 MTP, Task 71-3-2003/2; 2006/2, 3]
- (1) Intelligence estimate (may or may not be in written form).

- (2) Situation template.
  - (3) Event template.
  - (4) MCOO, in coordination with the brigade S3, brigade engineer section and NBC section.
  - (5) Intelligence portion of the decision support matrix (DST).
  - (6) Intelligence collection plan.
  - (7) Database.
  - (8) Intelligence overlays and graphics.
  - (9) Enemy order of battle (OB).
  - (10) Brigade INTSUMs.
  - (11) Intelligence journal/log.
- 4) The brigade S3 and brigade S3 section: [ARTEP 71-3 MTP, Task 71-3-3003; LL-CALL Newsletter 90-8, p. 25; LL-CALL Bulletin No. 4, Command and Control]
- a) Evaluate information: [ARTEP 71-3 MTP, Task 71-3-3003/1, 3]
    - (1) Changes to guidance/direction and information.
    - (2) Information which confirms or refutes IPB information which may affect achieving the commander's intent.
    - (3) Comparison of desired brigade endstates with what is possible based on current brigade operations, current plans, and planning, and progress of preparations.
      - (a) Maneuver units status.
      - (b) Fire support status.
      - (c) M/CM/S support status.
      - (d) CSS status.
      - (e) Air defense status.



- (4) Impact of changes to the brigade maneuver operations on subordinate units' maneuver operations.
- (5) Changes to adjacent unit operations which might affect brigade operations.
- (6) Brigade OPSEC status based on information received from division and internal brigade sources.
- b) Evaluate changes to the situation which should lead to convening the targeting and/or A2C2 teams. [AN]
- c) Update operations products. [ARTEP 71-3 MTP, Task 71-3-3003]
  - (1) The DST, in conjunction with the brigade S2, brigade XO, and commander.
  - (2) Synchronization matrix.
  - (3) The operations overlay for brigade, division, and adjacent units.
  - (4) Assist the S2 in updating the MCOO.
  - (5) Updates operations estimate (may or may not be in written form).
  - (6) Brigade status boards and charts which record combat power.
  - (7) Timeline of brigade operations
  - (8) Brigade operations journal/log.
  - (9) The current operations and intelligence map.
  - (10) NBC map.
  - (11) The situation template overlay.
  - (12) Event template overlay.
  - (13) CSS overlay.
  - (14) Plans map with overlay for future operations.

- (15) FSE map with fire support overlay and fire support execution matrix (FSEM).
  - (16) TACP map (ALO assistance).
- 5) The brigade S5 and S5 section: [ARTEP 71-3 MTP, Task 71-3-5001]
  - a) Evaluate newly obtained information:
    - (1) Changes to guidance and direction.
    - (2) Comparison of desired brigade endstates with what is possible based on the civil affairs situation and trends.
    - (3) The impact of the civilian population on the activities and mission of the brigade.
    - (4) The impact of enemy activity on the civilian population and resources/facilities.
    - (5) The impact of brigade combat activities on the civilian population.
  - b) Update civil-military operations estimate (may or may not be in written form).
- 6) FSCoord, brigade FSO, brigade FSE section, and NGLO: [ARTEP 71-3 MTP, Task 71-3-9001, 9002]
  - a) Evaluate information. [ARTEP 71-3 MTP, Task 71-3-9001/2, 3]
    - (1) Changes to guidance/direction.
    - (2) Current fire support capability to support brigade operations and implement the fire support plan.
    - (3) Changes to the brigade fire support plan which ensure synchronization with TF fire support plans.
    - (4) Changes to field artillery task organization and locations or GS and GSR FA units, or Navy ships.
    - (5) Information which confirms or refutes IPB information relative to achieving the commander's intent.

- (6) Changes to engineer FASCAM requirements on the fire support plan.
- (7) Changes to Army aviation and AF requirements which cause refinements to the fire support plan.
- (8) Restrictive fire measures imposed by division or other headquarters.
- (9) Availability of CAS and possible targets.
- (10) A2C2 considerations.
- (11) BDA and other effects of indirect fires (e.g., smoke).
- b) Evaluate changes to the situation which should lead to convening the targeting and/or A2C2 teams. [AN]
- c) Update fire support products. [ARTEP 71-3 MTP, Task 71-3-9002]
  - (1) Fire support estimates (may or may not be in written form) to include:
    - (a) Status of firing elements.
    - (b) Displacement of DS or other friendly artillery throughout the AO.
    - (c) Fire support plan.
    - (d) Observation plan.
    - (e) Dispositions, status, and activities of fire support assets under brigade control.
  - (2) FSEM.
  - (3) Target lists.
  - (4) HPT list.
  - (5) Fire support graphics.
  - (6) Priority targets.

- (7) Fire support coordinating measures.
  - (8) Aviation plan (with ALO and AVLO):
    - (a) ACAs.
    - (b) SEAD.
  - (9) Attack guidance matrix.
- 7) The brigade engineer, ABE, and engineer section: [ARTEP 71-3 MTP, Task 71-3-8001, 8005]
- a) Evaluate information. [ARTEP 71-3 MTP, Task 71-3-8005]
    - (1) Changes to guidance/direction.
    - (2) Desired brigade endstates with what is possible based on current M/CM/S situation and trends.
    - (3) Progress on engineer tasks compared to timelines and required endstates.
    - (4) Information which confirms or refutes IPB information relative to achieving the brigade commander's intent.
    - (5) Answers to intelligence queries which alter initial enemy engineer capabilities and assessment:
      - (a) Changes to enemy mobility capabilities to determine impact on brigade countermobility and survivability plans.
      - (b) Changes to enemy countermobility actions or capabilities to determine impact on brigade mobility plan and task organization.
      - (c) Changes to enemy survivability measures or capabilities to determine impact on brigade mobility, direct fire, and indirect fire plans (through coordination with brigade S3 and FSO).
    - (6) Changes in operations versus plans by subordinate units.

- (7) Estimates of mobility based on differences in terrain from initial IPB or the effect of current weather on the terrain.
  - (8) Adequacy of CL IV and V barrier material to support operations.
- b) Evaluate changes to the situation which should lead to convening the targeting teams.
- c) Update engineer products. [ARTEP 71-3 MTP, Task 71-3-8001]
  - (1) Updates engineer estimate (may or may not be in written form).
  - (2) Priorities and schedules for engineer effort.
  - (3) Survivability position and obstacle graphics.
  - (4) Engineer timelines.
  - (5) FASCAM employment plan.
  - (6) Assist the S2 in updating the MCOO.
- 8) The brigade CMLO and NBC section: [ARTEP 71-3 MTP, Task 3-4-0003, 0004, 0007, 0017]
  - a) Evaluate information. [ARTEP 71-3 MTP, Task 3-4-0004, 0007]
    - (1) Changes to guidance/direction and information.
    - (2) Desired brigade endstates with what is possible based on current NBC situation and trends.
    - (3) Information which confirms or refutes IPB information relative to achieving the brigade commander's intent.
    - (4) Answers to intelligence queries which alter initial assessment of enemy NBC capabilities.
    - (5) Brigade decontamination capabilities.
    - (6) Brigade NBC reconnaissance capabilities.
    - (7) Brigade capability to conduct smoke operations.

- (8) Adjustments to subordinate units operations which affect brigade NBC plans.
  - (9) Changes to divisional defensive NBC capabilities.
- b) Update NBC products. [MTP 3-4-0003; 0017]
  - (1) Updates NBC estimate (may or may not be in written form).
  - (2) MOPP analysis.
  - (3) Enemy NBC capabilities.
  - (4) NBC equipment and supplies inventories.
  - (5) NBC overlays and graphics.
  - (6) Contaminated areas portion of MCOO (provided to brigade S2).
- 9) The brigade ADO: [ARTEP 71-3 MTP, Task 71-3-6001, 6002]
  - a) Evaluates information: [ARTEP 71-3 MTP, Task 71-3-6001/1]
    - (1) Changes to guidance, priorities, direction, and information.
    - (2) Current AD situation and trends compared with desired brigade endstates.
    - (3) Information which confirms or refutes IPB and which may affect achieving the brigade commander's intent.
    - (4) Answers to intelligence queries which alter initial assessment of enemy air capabilities.
    - (5) Friendly air and A2C2 (CAS, Army aviation).
    - (6) Adjustments to subordinate unit operations which affect brigade air defense plans.
    - (7) Changes to locations and air defense coverage by divisional air defense assets.

- b) Evaluates changes to the situation which should lead to convening the targeting and/or A2C2 teams. [AN]
- c) Updates air defense products. [ARTEP 71-3 MTP, Task 71-3-6001/3; 6002/1d]
  - (1) Updates air defense estimates (may or may not be in written form).
  - (2) Graphics of high to medium air defense (HIMAD) coverage and locations of ADA battery assets.
  - (3) Graphics of friendly air corridors.
  - (4) Graphics of probable enemy air routes into the brigade area, in conjunction with the brigade S2.
  - (5) Brigade weapons control and air defense warning status.
- 10) The Bde SO and brigade communications section: [ARTEP 71-3 MTP, Task 71-3-1102, 1103]
  - a) Evaluate information. [ARTEP 71-3 MTP, Task 71-3-1103/3]
    - (1) Changes to guidance/direction and information.
    - (2) Current communication situation and trends are compared with desired brigade endstates.
    - (3) Information which confirms or refutes IPB information relative to achieving the brigade commander's intent.
    - (4) Answers to intelligence queries which alter initial estimate of enemy electronic and communications capabilities.
    - (5) Adjustments to brigade CPs and subordinate units operations which have an effect on brigade communications.
    - (6) Results of communications checks.
  - b) Update communications products. [ARTEP 71-3 MTP, Task 71-3-1102/2, 3]
    - (1) Updates signal estimates (may or may not be in written form).

- (2) Communications network overlay, area coverage overlay, and dead space overlay.
  - (3) SOIs.
- 11) The brigade AVLO: [ARTEP 71-3 MTP, Task 71-3-7001/3; ARTEP 1-100-MTP, 1322]
  - a) Evaluates information. [ARTEP MTP, Task 71-3-7001/3; ARTEP 1-100-MTP, 1322]
    - (1) Changes to guidance/direction and information.
    - (2) Current aviation situation, trends, and allocated Army aviation support for brigade mission are compared with desired brigade endstates.
    - (3) Information which confirms or refutes IPB information relative to achieving the brigade commander's intent.
    - (4) Answers to intelligence queries which alter initial assessment of enemy air and air defense capabilities, objective area or engagement area (EA), and targets.
    - (5) New information which impacts on Army aviation employment and CAS operations.
      - (a) Adjustments to fire support plans which affect Army aviation employment plans.
      - (b) Changes to weather.
      - (c) Changes to enemy ADA capabilities.
      - (d) Changes to Army aviation employment under control of the division and the aviation brigade.
      - (e) Changes to availability of CAS aircraft for JAAT operations.
  - b) Evaluates changes to the situation which should lead to convening the targeting and/or A2C2 teams. [AN]
  - c) Updates Army aviation products. [ARTEP 71-3 MTP, Task 71-3-7001/3; ARTEP 1-100-MTP, 1322]



- (1) Aviation estimate (may or may not be in written form).
  - (2) Army aviation plan.
  - (3) SEAD and indirect fire support plans (with brigade FSO).
- 12) The brigade ALO: [FM 101-5, p. 6-45]
  - a) Evaluates information: [FM 101-5, p. 6-45]
    - (1) Changes to guidance/direction and information.
    - (2) Changes to the ATO affecting the availability of CAS.
    - (3) Current tactical air situation, trends, and allocated CAS support from the ATO are compared to desired brigade endstates.
    - (4) Information which confirms or refutes IPB information which may affect achieving the brigade commander's intent.
    - (5) Answers to intelligence queries which alter initial assessment of enemy air and air defense capabilities as well as CAS targets.
    - (6) A2C2 information which impacts on planned ACAs, CAS employment, and integration with Army aviation operations.
    - (7) Changes to weather.
    - (8) Changes to enemy ADA capabilities.
    - (9) Adjustments to the brigade plan and Army aviation employment.
  - b) Evaluates changes to the situation which should lead to convening the targeting and/or A2C2 teams. [AN]
  - c) The brigade ALO, in coordination with the Marine air officer, updates CAS products. [FM 6-20-40, Chap 2]
    - (1) CAS estimate (may or may not be in written form).
    - (2) Target lists for preplanned CAS.
- 13) The MP platoon leader: [ARTEP 71-3 MTP, Task 71-3-1201/1; 1202/1]

- a) Evaluates information: [ARTEP 71-3 MTP, Task 71-3-1201/1; 1202/1]
  - (1) Changes to guidance/direction and information.
  - (2) Current MP situation and trends are compared to desired endstates.
  - (3) Answers to intelligence queries.
- b) Updates MP products: [ARTEP 71-3 MTP, Task 71-3-1201/1]
  - (1) Straggler/refugee control plans.
  - (2) Traffic control plans.
  - (3) EPW/counterintelligence (CI) plan.
- 14) All brigade CSS officers and sections (brigade S1, brigade S4, surgeon and FSB commander): [FM 63-20, Chap 3 and 6; ARTEP 71-3 MTP, Task 71-3-1002; 1003; 1004; 1008; 1009; 4001; 4002; 4003; 1301]
  - a) Evaluate information.
    - (1) Compare desired brigade endstate with current and projected personnel, maintenance, transportation, medical, and supply status.
      - (a) Adequacy of CSS for the brigade main effort.
      - (b) Adequacy of CSS for the brigade secondary effort.
    - (2) Information which confirms or refutes EEFI and other IPB information which may affect achieving the brigade commander's intent.
    - (3) Answers to intelligence queries requested by CSS officers.
    - (4) Adjustments to subordinate and supporting unit's operations.
    - (5) Additional requirements for medical treatment and evacuation.
    - (6) Forecast of future sustainment levels based on known resupply of critical CL III and V requirements.

- (7) Requirements for emergency resupply of units engaged in the close battle.
- (8) Enemy activity.
- (9) Status of the brigade lines of communication (LOC).
- b) Update CSS products.
  - (1) Brigade S1 section updates personnel information. [ARTEP 71-3 MTP, Task 71-3-1002/1, 3; 1003/1; 1004/2; 1008; 1009]
    - (a) Updates personnel services estimate (may or may not be in written form).
    - (b) Personnel status of subordinate and supported units.
    - (c) Casualty feeder reports.
    - (d) Personnel priorities as directed by the brigade commander.
  - (2) Brigade S4 section updates logistical information. [ARTEP 71-3 MTP, Task 71-3-4001; 4002; 4003]
    - (a) Maintenance, supply and transportation portions of updated logistics estimates (may or may not be in written form).
    - (b) Supply:
      - 1 Percent fill of combat basic loads.
      - 2 Configuration and location of immediate and emergency resupply (CL III and V) loads and push packages.
      - 3 Adequacy of CSS supply assets.
      - 4 Supply priorities as directed by the brigade commander.
      - 5 Establishment and fill of stockpiles and caches.

(c) Maintenance:

- 1 Number and type of equipment systems on hand and operational.
- 2 Systems non-mission capable and repairable.
- 3 Projections for repair and return of fighting vehicle and other essential equipment.
- 4 On-hand CL IX, authorized stockage list (ASL) and prescribed load list (PLL) stockage levels.
- 5 Maintenance priorities and guidelines as directed by the brigade commander.

(d) Transportation:

- 1 Schedules and priorities.
- 2 Status of supplies, equipment, and materials requiring transport.
- 3 Availability of ground transport assets.
- 4 Availability of air transport assets.
- 5 Status of logistics packages (LOGPAC).
- 6 Transportation recovery and back-haul plans.
- 7 MSR and ASR traffic and route conditions.

(3) The brigade surgeon updates medical information: [ARTEP 71-3 MTP, Task 71-3-1301/3]

- (a) Medical evacuation capabilities.
- (b) CL VIII stocks and resupply activities.
- (c) Reinforcement and reconstitution of medical assets.
- (d) Disposition and capability of brigade medical assets.

- (e) Medical priorities as directed by the brigade commander.
- (4) The FSB commander and FSB support operations center update CSS information. [FM 63-20, Chap 3, 5, 6]
  - (a) Tasks to subordinate units to support the brigade's current and future operations.
  - (b) Tasks to subordinate units to support division and corps units operating in the brigade sector.
  - (c) Rear area security plans.
    - 1 Threat (levels I, II and III from brigade S2).
    - 2 Base and base cluster defense plans integrated with brigade security plans.
    - 3 Forces available for local security operations and reaction force.
    - 4 Aviation and indirect fire support.
    - 5 Communications capabilities.
- 15) The HHC commander evaluates information.
  - a) Evaluates capability to move, secure and support the main and TAC CPs.
  - b) Provides assessment of capabilities versus requirements to move, secure and support the main and TAC CPs to the brigade XO.
- c. The brigade CPs maintain status based upon updated products from the brigade staff. [FM 71-3, p. 3-20 - 3-25; LL-CALL "News From The Front," Apr 94]
  - 1) Command group/TAC CP maintains status. [FM 71-3, pp. 3-20 - 3-25]
    - a) Information which supports the CCIR.
    - b) Current and projected combat power status of subordinate units (e.g., green-amber-red).
    - c) Current operations and intelligence map.

- (1) Operations overlay (brigade, higher, and adjacent units).
  - (2) Intelligence overlay.
    - (a) Situation template.
    - (b) Event template.
  - (3) MCOO.
  - (4) Fire support overlay.
- d) DST.
- e) Synchronization tools (e.g., matrix, checklist, operations schedules).
- f) FSEM.
- g) Status of key communications links.
- h) Information required to serve as alternate main CP.
- 2) Main CP maintains status. [FM 71-3, p. 3-20 - 3-25]
  - a) Information which supports the CCIR.
  - b) Current operations and intelligence map.
    - (1) Operations overlay (brigade, higher and adjacent units).
    - (2) Intelligence overlay.
      - (a) Situation template.
      - (b) Event template.
    - (3) MCOO.
    - (4) NBC overlay.
    - (5) Fire support overlay.
    - (6) A2C2 overlay.

- c) CSS overlays and information per brigade standing operating procedures (SOP).
- d) Intelligence information from division and higher headquarters.
- e) Dispositions of collection assets.
- f) Information on external units conducting R&S and security operations to prevent fratricide.
- g) Dispositions and status of patrols and other R&S and security forces.
- h) Status of preparation activities to ensure compliance with stated mission timelines.
- i) Current and projected combat power status of subordinate units (e.g., green-amber-red).
- j) Status on task organization (into the brigade, within the brigade, and detachments out of the brigade).
  - (1) R&S and security forces.
  - (2) TFs.
  - (3) Fire support systems.
  - (4) Engineer assets.
  - (5) Ground surveillance radar and other radar systems.
  - (6) ADA assets.
  - (7) MPs.
  - (8) NBC reconnaissance, decontamination, and smoke assets.
- k) Obstacle and survivability position construction and progress as compared to timelines.
- l) Utilization of engineer assets and materials as compared to timelines.
- m) DST.
- n) FSEM.

- o) Plans map (with overlays for future operations).
  - p) Synchronization matrix.
  - q) Journals/log.
  - r) Status of key communications links.
- 3) Rear CP maintains status. [ARTEP 71-3 MTP, p. 3-20 - 3-25]
- a) Information which supports the CCIR.
  - b) Current operations and intelligence map.
    - (1) Operations overlay (brigade, higher and adjacent units).
    - (2) Rear operations, security, and threat overlay.
    - (3) Intelligence overlay.
      - (a) Situation template.
      - (b) Event template.
    - (4) MCOO.
    - (5) Fire support overlay.
  - c) DST.
  - d) CSS situation map and overlays.
    - (1) MSR and ASR.
    - (2) CSS locations, current and projected.
    - (3) Decontamination sites.
  - e) Synchronization matrix.
  - f) FSEM.
  - g) BSA security plans.
  - h) CSS staff journal.



- i) Current and projected personnel and equipment status.
  - (1) Personnel strength.
  - (2) Operational equipment strength.
  - (3) Status of supplies.
  - (4) Casualties.
  - (5) Replacement personnel status/location.
  - (6) Damaged and nonmission capable (NMC) vehicles and equipment.
- j) Location and evacuation of EPW and their equipment.
- k) Location and evacuation of displaced persons.
- l) Status of key communications links.
- m) Identification and location of CSS units operating in the brigade rear to include non-brigade units/elements.

### **Outcome 3**

Tactically sound recommendations and critical information are communicated by the armored brigade staff.

### **Task Elements**

1. **The brigade command posts and staff manage and maintain command, control, and communications.** [TRADOC Pam 11-9, Chap 7 and App D]
  - a. The brigade CPs manage means of command, control, and communications (C3). [FM 71-3, pp. 3-1 - 3-20]
  - 2) The brigade XO manages the flow of information in the brigade headquarters and establishes a system to keep the commander informed. [FM 101-5, pp. 6-2, 6-11, 6-34; ARTEP 71-3 MTP, Task 71-3-0001; LL-CALL Bulletin, "News from the Front," Jan-Feb 95]
  - 3) Brigade XO directs staff meetings: [ARTEP 71-3 MTP, Task 71-3-0001]

- a) Ensures that each staff officer disseminates information which is relevant to the entire staff.
  - b) Appraises completeness of information.
  - c) Identifies information gaps and directs actions to fill them.
  - d) Initiates staff planning as part of an accelerated decision process.
- 5) LNOs provide information to the brigade commander and staff and to the headquarters they represent. [FM 101-5, App L]
- 8) The brigade S3 at the command group and the tactical (TAC) CP or tactical operations center (TOC) manages communication: [FM 71-3, Chap 3; FM 71-123, Chap 1]
  - b) Passes processed information and keeps the commander updated on new information through concise, consolidated updates.
- 2. **The brigade command posts and staff support synchronization by acquiring, evaluating, and communicating information and maintaining status.** [TRADOC Pam 11-9, Chap 7 and App D]
  - a. The brigade CPs and staff support synchronization by acquiring information. [TRADOC Pam 11-9, Chap 7 and App D]
    - 1) All brigade staff officers and LNOs obtain information; they commonly: [FM 101-5, p. 3-84, C-4, Chap 6, App A]
      - a) Focus information collection according to CCIR and immediately communicate any response to CCIR to the commander, XO, and brigade S3. [FM 101-5, pp. 6-8, 6-11, 6-16, and C-4]
      - b) Obtain information relevant to fulfilling their responsibilities for the brigade's preparations for battle: [FM 101-5, pp. 6-33, 6-34]
      - c) Provide appropriate recommendations to the commander and XOs S3 relative to their functional areas. [FM 101-5, pp. 6-33, C-2]
      - d) Continually coordinate with each other personally and with external headquarters to obtain information such as: [FM 101-5, p. 3-84, App A]
        - (1) Specific information requirements.

- (2) Updates/modifications of CCIR as directed by the brigade commander during:
    - (a) Rehearsals.
    - (b) Backbriefs.
    - (c) Commander visits.
- 5) The brigade S3 and brigade S3 section obtain operations information (e.g., changes to mission, enemy, terrain, troops, and time available [METT-T] and status of battlefield operating systems [BOS]) from: [FM 101-5, pp. C-8, C-9]
  - b) Subordinate units. [ARTEP 71-3 MTP, Task 71-3-3003/1, 2, 3]
    - (5) Recommendations from subordinate commanders (TF, DS FA, engineer, FSB) on changes to the brigade plan based on their mission analyses, current status, and projected status.
- b. The brigade CPs and staff support synchronization by evaluating acquired information and updating products. [FM 63-20, Chap 3 and 6; FM 101-5, Chap 6; ARTEP 1-100 MTP; ARTEP 3-117-40 MTP; ARTEP 71-3 MTP; LL-CALL Newsletter 90-8, Winning In The Desert, p. 24; LL-CALL CTC Bulletin 93-4, p. 9]
  - 1) The brigade CSM: [AN]
    - b) Updates the brigade commander on his observations.
  - 2) The brigade XO: [AN]
    - b) Updates his guidance to the staff on information shortfalls.
    - d) Convenes targeting and A2C2 cells as required.
- d. The brigade CPs and staff support synchronization by communicating information to the commander, other staff members, and to anyone else who needs it. [FM 6-20-40, p. 26; FM 6-20-50, App C; FM 71-3, Chap 3 and 8; FM 71-123, Chap 1; FM 101-5, Chap 5 and 6, App A, B and L; ARTEP 1-100 MTP; ARTEP 3-117-40 MTP; ARTEP 71-3 MTP; FN-NTC]
  - 1) All brigade staff officers and staff sections disseminate information. [FM 71-3, Chap 3, 8, and App H; FM 71-123, Chap 1; FM 101-5, Chap 5]
    - a) Timely recommendations to the commander on critical synchronization actions.

- b) Critical information needed to:
    - (1) Coordinate brigade synchronization.
    - (2) Monitor the situation.
    - (3) Keep higher and adjacent headquarters informed.
    - (4) Influence their areas of responsibility.
  - c) All staff officers remain alert for, and ensure that critical information they receive is passed to other staff officers who require the information as soon as it is received.
- 2) The brigade S2 and brigade S2 section assist the brigade commander to synchronize preparation for the battle by communicating enemy's situation, evaluations of enemy capabilities, and analyses of PIR, IR, and routine information.
  - 3) The brigade S3 and brigade S3 section assist the brigade commander to synchronize preparation for the battle by communicating: [ARTEP 71-3 MTP, Task 71-3-3003/2, 3; CTC Bulletin 95-4, Chap 1]
    - a) Updated products:
      - (1) WARNOs/FRAGOs.
      - (2) Coordinating instructions.
      - (3) Reports of the brigade situation.
      - (4) Evaluations of brigade state of preparedness.
      - (5) Answers to CCIR and IR.
    - b) Information regarding units' requirements for use of terrain in the brigade area that impact on current operations.
    - c) Information to adjacent units to coordinate: [ARTEP 71-3 MTP, Task 71-3-3003/3c]
      - (1) Zones of attack or axes of advance, objectives, bypass criteria, and actions on contact.
      - (2) Battle handover location, criteria, and time or event at which handover is complete.

- (3) Checkpoints, coordination points, phase lines, and contact points.
  - (4) Direct and indirect fire plans, A2C2 information, control measures, and restrictive fire lines.
  - (5) Location and activities of brigade R&S/counter reconnaissance elements.
- d) Mission information from other staff members (internal and external) which impacts on the maneuver plan.
  - (1) Disposition and location of the brigade combat power.
  - (2) Brigade activities.
  - (3) Brigade capabilities.
  - (4) Status of personnel, equipment, and resupply.
  - (5) Intentions of the brigade commander.
  - (6) Unit boundaries.
  - (7) Current situation.
- e) Information on future operations.
- f) Significant changes to enemy situation.
- g) Recommendations and decisions concerning shift of main effort, priorities, and synchronization of combat power.
- 4) The brigade S5 assists the brigade commander to synchronize preparation for the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-5001/2]
  - a) CMO situation and analysis of CCIR, IR, and routine information.
  - b) Civilian activity in the brigade's area of operations that will affect synchronization.
- 5) The brigade FSCOORD, FSO, FSE, and NGLO assist the brigade commander to synchronize preparation for the battle by: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-9002/2, 3]

- a) Communicating:
  - (1) Brigade fire support situation and analysis of CCIR, IR, and routine information.
  - (2) NSF support situation.
- b) The brigade FSO and FSE section coordinate with adjacent and higher FSEs and DS FA battalion headquarters to: [ARTEP 71-3 MTP, Task 71-3-9002/2]
  - (1) Ensure that planned brigade fire support will not interfere with other fire support systems, will not disrupt adjacent unit operations, and will not jeopardize troop safety.
  - (2) Ensure that fire support information and products (e.g., target lists, FSEM, and CAS requests) are exchanged and refined.
  - (3) The brigade FSO and FSE section coordinate with the brigade S3 and TF FSOs to verify: [ARTEP 71-3 MTP, Task 71-3-3001/2]
    - (a) Control measures delineating mutual boundaries.
      - 1 Directed by division.
      - 2 Internal boundaries (TFs, scouts, security forces).
    - (b) Air space control measures.
    - (c) Fire support coordinating measures.
    - (d) Signals and conditions under which restrictive measures will be emplaced or lifted.
- 6) The ABE section assists the brigade commander to synchronize preparation for the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-8005/2]
  - a) The brigade engineer situation, analysis of CCIR, IR, and routine information to other brigade staff sections and external headquarters/staff officers.

- b) The ABE section coordinates with brigade units and TF engineers to ensure that mobility operations are in accordance with the brigade order. [ARTEP 71-3 MTP, Task 71-3-8005/1]
  - (1) Sufficient engineer obstacle (natural and man-made) breaching equipment has been allocated to and coordinated with maneuver forces to ensure maintaining brigade momentum.
  - (2) Smoke and suppressive fires have been planned at critical breaching sites.
  - (3) MSRs and ASRs can be maintained allowing the brigade to sustain combat operations.
- c) The ABE section coordinates with brigade units and TF engineers to ensure that countermobility operations are in accordance with the brigade order. [ARTEP 71-3 MTP, Task 71-3-8002/2]
  - (1) Obstacles support the brigade scheme of maneuver and subordinate unit tactical plans, reinforce engagement areas, and are tied in to other obstacles and terrain.
  - (2) All obstacles are covered by observation, direct fires, and indirect fires.
  - (3) Control measures are established.
  - (4) Existing obstacles' locations and types are recorded, including lanes and passage points.
  - (5) Obstacle security is maintained by unit responsible for the obstacle.
- d) The ABE section coordinates with TF engineers to ensure that types and locations of required survivability positions are in accordance with the brigade order. [ARTEP 71-3 MTP, Task 71-3-8002]
  - (1) Position construction is based on priority (including positions for security force units).
  - (2) Locations are jointly sited by:
    - (a) Maneuver commanders (responsible for site selection).

- (b) Engineer leaders (responsible for providing equipment, material, expertise, and for preparation to standard of vehicle positions).
- e) The ABE section coordinates with adjacent units and the assistant division engineer: [ARTEP 71-3 MTP, Task 71-3-8005/1]
  - (1) To exchange information on obstacle status, type, and location.
  - (2) To ensure that division-directed obstacle requirements are satisfied.
  - (3) To exchange information on mobility plans and requirements (brigade, division).
- 7) The brigade CMLO and NBC section assist the brigade commander to synchronize preparation for the battle by communicating: [FM 101-5, App A; MTP 3-4-0007; 0009; 0016]
  - a) The brigade NBC situation and analysis of CCIR, IR, and routine information.
  - b) The brigade CMLO coordinates with the division CMLO and supporting reconnaissance, smoke, and decontamination units to confirm and organize plans and preparations. [MTP 3-4-0005]
- 8) The brigade ADO assists the brigade commander to synchronize preparations for the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-6001/1, 6002]
  - a) The brigade ADA situation and analysis of CCIR, IR, and routine information.
  - b) The brigade ADO coordinates with higher headquarters, adjacent units, and ADA battalion headquarters. [ARTEP 71-3 MTP, Task 71-3-6002/2, 3]
    - (1) Coordinates with division A2C2 section and adjacent units to confirm scheme of maneuver, identification, friend, or foe (IFF) codes, and air defense weapons area coverage.
    - (2) Confirms weapons control status with higher and adjacent units.
    - (3) Confirms events and reporting systems which will cause the brigade to upgrade weapons control status.



- 9) The Bde SO and communications section assist the brigade commander to synchronize preparations for the battle by communicating: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-1102/4]
  - a) Brigade communications situation and other routine information to other brigade staff sections and external headquarters/staff officers.
  - b) With adjacent units and the signal battalion headquarters. [ARTEP 71-3 MTP, Task 71-3-1102/4]
    - (1) Confirms allocation and locations of signal assets and capabilities.
    - (2) Acquires signal equipment to supplement brigade CPs and subordinate units which require special communications equipment.
- 10) The brigade AVLO assists the brigade commander to synchronize preparations for the battle by communicating: [ARTEP 71-3 MTP, Task 71-3-7001/3; ARTEP 1-100-MTP, 1322]
  - a) The brigade Army aviation situation to other brigade staff sections and external headquarters/staff officers.
  - b) Time on station for attack helicopters for specific missions.
  - c) A2C2 information.
- 11) The brigade ALO and Marine air officer assist the brigade commander to synchronize preparations for the battle by communicating: [FM 101-5, App A]
  - a) CAS situation and routine information to other brigade staff sections and external headquarters/staff officers.
  - b) Time on station for CAS sorties in support of specific targets.
  - c) A2C2 information.
- 12) The MP platoon leader assists the brigade commander to synchronize preparations for the battle by communicating the brigade MP situation and routine information to other brigade staff sections and external headquarters. [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-1201/1]
- 13) The brigade rear CP (brigade S1 and brigade S4 officers and sections) assists the brigade commander to synchronize preparations for the battle by communicating: [FM 101-5, App A]

- a) Status of CL III, IV, and V supplies that will affect the current battle.
- b) With brigade staff and brigade units:
  - (1) To identify additional requests for support.
    - (a) Transportation assets.
    - (b) Medical augmentation.
    - (c) Maintenance support for vehicles and weapons systems and for recovery of damaged vehicles or return of repaired vehicles.
  - (2) To coordinate the transportation of supplies and cargo through brigade units.
  - (3) To coordinate routine, emergency, and critical resupply operations (e.g., delivery times, types, and quantities of supplies required).
  - (4) To coordinate reception and processing of replacements.
  - (5) To track evacuation of personnel and casualties.
  - (6) To process awards, decorations, promotions, and legal actions.
  - (7) To coordinate for security and protection of CSS units operating forward.
- 3. **The brigade commander visualizes the battlefield.** [TRADOC Pam 11-9, Chap 7 and App D; ARTEP 71-3 MTP, Chap 3, 5; FM 71-100, Chap 1, 6; FM 100-5, Chap 1, 3, 4, App B, D, H; FM 71-3, Chap 1, 3, 8, App I, H; Battle Command Techniques and Procedures, (April 21, 1995), Chap 2, 4, 5; Battle Command (April 11, 1994); LL-CALL Compendium, Vol 1, Heavy Forces, Fall 1988; LL-CALL CTC Bulletin, 95-11, Chap 4 and 5]
  - d. The brigade commander informs the division commander of the results of his brigade assessment. [AN]
    - 1) The brigade commander's projection of the current battle indicates that the division commander's intent cannot be met without receipt of additional combat power, modification to the brigade mission, or change to the brigade plan.

- 2) The brigade can accomplish the mission.
- 
4. **The brigade commander directs changes to the operation or plan.** [TRADOC Pam 11-9, Chap 7 and App D]
    - b. The brigade commander conducts the MDMP in a time-constrained environment. [FM, App I; FM 101-5, pp. 4-41 - 4-60]
      - 4) The commander may request information from the staff to support his COA development.
        - a) BOS specific estimates from selected staff members.
        - b) Information available in current products.
      - 5) The brigade commander describes his revised concept and COA to his staff. [FM 71-3, App I; FM 101-5, pp. 4-48, 4-49]
        - b) If time is available, the brigade staff:
          - (1) Develops details on COA provided by the commander.
          - (2) Develops branches and sequels to the selected COA which adhere to the commander's guidance.
      - 6) The brigade commander performs a suitability-feasibility-acceptability analysis of selected COA. The commander performs the analysis by himself, or with staff assistance. [FM 71-3, App I; FM 101-5, p. 4-51]  
    5. **The brigade commander directs and leads subordinate forces.** [TRADOC PAM 11-9, Chap 7, App D; FM 71-3, Chap 2, 3, FM 101-5, Chap 1, 4, App B, D, H, J: Battle Command Techniques and Procedures, (April 21, 1995), Chap 1, 2, 4, Battle Command, (April 11, 1994), pp. 12-14, 34-37; FM 71-3, Chap 3; ST 22-102]
      - b. The brigade commander exercises leadership during the preparation for the brigade mission by: [FM 101-5, Chap 1, 4; FM 71-3, Chap 3; Battle Command Techniques and Procedures, (April 21, 1995), Chap 1, 2, 3, 4; Battle Command, (April 11, 1994), pp. 10-13, 32-37; ST 101-5] [FM 71-3, Chap 3; FM 101-5, Chap 1; Battle Command Techniques and Procedures, (April 21, 1995), Chap 1, 2; LL-CALL Newsletter No. 90-8, p. 25-26]
        - 6) Providing the brigade subordinate commanders purpose, direction, and motivation by issuing clear and concise guidance and orders.
        - 11) Providing subordinate commanders with a vision of future operations.

- 15) Providing accurate, objective reports to the division commander/assistant division commanders.

#### Outcome 4

Sound (feasible, suitable, acceptable) decisions are made by the brigade commander and others within the armored brigade.

#### Task Elements

3. **The brigade commander visualizes the battlefield.** [TRADOC Pam 11-9, Chap 7 and App D; ARTEP 71-3 MTP, Chap 3, 5; FM 71-100, Chap 1, 6; FM 100-5, Chap 1, 3, 4, App B, D, H; FM 71-3, Chap 1, 3, 8, App I, H; Battle Command Techniques and Procedures, (April 21, 1995), Chap 2, 4, 5; Battle Command (April 11, 1994); LL-CALL Compendium, Vol 1, Heavy Forces, Fall 1988; LL-CALL CTC Bulletin, 95-11, Chap 4 and 5]
  - a. The brigade commander updates his estimate based on his assessment of what he personally observes (sees), and incoming information regarding: [FM 101-5, Chap 1, 3, 4; Battle Command Techniques and Procedures, (April 21, 1995), Chap 2, 4; Battle Command, (April 11, 1994), pp. 10-14] [FM 101-5, Chap 4; FM 34-130, Chap 1, 2, 4; FM 71-100, Chap 1, 3, App 4; Battle Command Techniques and Procedures, (April 21, 1995), Chap 2; Battle Command (April 11, 1994), pp. 22-24]
    - 1) Mission:
      - a) The division and corps commander's mission, intent, and concept.
      - b) The brigade mission, in terms of:
        - (1) Present concept of operation (maneuver and fires).
        - (2) Comparison of the present plan to the current situation.
    - 2) Characteristics of the area of operations:
      - a) Weather.
        - (1) Visibility (fog and cloud cover).
        - (2) Light data.
        - (3) Precipitation.
        - (4) Temperature and humidity.
        - (5) Wind speed.

- (6) Effects on terrain.
    - (7) Effects on enemy and friendly forces.
  - b) Terrain:
    - (1) The impact of on the brigade units, the enemy's ability to maneuver, and the capability to apply combat power relating to the brigade mission.
    - (2) The effects of terrain in relation to:
      - (a) Observation and fire.
      - (b) Enemy and friendly obstacles.
      - (c) Obscurants (smoke, etc.).
      - (d) Electromagnetic measures.
  - c) Other pertinent factors:
    - (1) Safety and accident prevention.
    - (2) Economic and social infrastructures that effect brigade operations, such as communication, materiel, or transportation systems.
- 3) Enemy situation:
- a) Dispositions.
  - b) Composition.
  - c) Strength, to include committed forces, reinforcements, artillery, air, EW, air defense, anti-tank, and NBC.
  - d) Capabilities.
  - e) Recent and present activities.
  - f) Peculiarities and weaknesses.
  - g) PIR/IR.

- h) Enemy capabilities, intentions, and most probable/dangerous COAs.
- 4) Friendly situation:
  - a) The present friendly situation based upon his own personal observations and reports from:
    - (1) Division commander, assistant division commanders, and G3.
    - (2) TF commanders, DS artillery battalion, DS engineer battalion, FSB, and other subordinate commanders.
    - (3) Brigade XO and brigade staff officers.
  - b) The present friendly situation in terms of:
    - (1) The brigade CCIR. [FM 101-5, 4-47/48, 6-8/9]
    - (2) The brigade commander's need for information based on his visualization of current and future desired endstates.
    - (3) Anticipated flow of the battle (e.g., changes in battle phasing).
    - (4) Changes in location of brigade combat power.
    - (5) The impact of past activities on brigade units, particularly those fighting the close battle.
    - (6) The current operations of brigade units and their ability to modify or change their plans.
    - (7) Changes in combat power of brigade units relative to the accomplishment of current and future missions relative to:
      - (a) Capabilities, strengths, and weaknesses of subordinate commanders.
      - (b) Capabilities, strengths, and weaknesses of subordinate units in terms of:
        - 1 Weapon systems and equipment.
        - 2 Personnel.
        - 3 Supplies.

- (8) Status of brigade reserve.
  - (9) Adjacent units.
    - (a) Situation:
      - 1 Locations.
      - 2 Activities.
      - 3 Combat power.
    - (b) Intentions and future plans.
  - (10) Status of training.
  - c) Time:
    - (1) The amount of time available and the amount of time required for:
      - (a) The brigade and its subordinate units to move or accomplish all assigned tasks.
      - (b) A planned event or required action to occur.
      - (c) Unit training.
    - (2) The amount of time available and the amount of time required to plan and coordinate missions.
- 5) Combat power relevant to the enemy.
- a) Maneuver units.
  - b) Supporting fires.
  - c) Leadership.
- 6) The battlefield operating systems:
- a) Intelligence.
    - (1) Is the enemy situation still valid?
    - (2) Are brigade collection assets still capable of providing required information about the enemy?

- (3) Are original estimates about the weather and terrain still valid?

b) Maneuver.

- (1) Does the brigade have the combat power to accomplish the mission in accordance with commander's intent?
- (2) Do repositioning criteria and planned movement ensure that the mission can be achieved as designated?
- (3) Are in-depth and on-order defensive positions prepared and do they meet the plan requirements and commander's intent?
- (4) Does the scheme of maneuver gain the positional advantages to achieve commander's intent and the designated endstate including contingencies, branches, and sequels?
- (5) Do the employment criteria and events for the use of reserves achieve the mission?
- (6) Have reconnaissance, brigade rehearsals, and back-briefs confirmed the initial decision on where the brigade will accept decisive engagement?
- (7) Will preparations be completed in accordance with commander's intent and in time to accomplish the mission?
- (8) Is the main effort properly resourced to accomplish the mission?

c) Fire support.

- (1) Have fire plans been adjusted based on new enemy and terrain information?
- (2) Have fire plans and sector sketches been developed and modified to ensure that fires can be massed as designated by the commander?
- (3) Have direct and indirect fire coordination measures been disseminated and confirmed by subordinate commanders?
- (4) Have boundaries and other control measures been disseminated and confirmed by subordinate commanders?



- (5) Are direct and indirect fire plans synchronized and integrated with all other combat multipliers, including physical tie-in between brigade units and units on the brigade's flanks?
- (6) Do fire support priorities adequately weight the main effort?
- (7) Do fires adequately support brigade R&S and counter-reconnaissance forces?
- (8) Are target acquisition assets in place or projected to be in place in time?
- (9) Have target lists been updated by the brigade FSO and TF FSOs, and are they synchronized with changes to the brigade or TF scheme of maneuver?
- (10) Are fire support assets positioned and prepared to support the operation?
- d) Air defense.
  - (1) Does ADA coverage ensure support of adjusted priorities, concept of the operation, and commander's intent?
  - (2) Have modifications to the weapons control status been made based on changes to the enemy air threat?
  - (3) Are air defense units positioned and capable of protecting the brigade now and during mission execution?
- e) Mobility and survivability.
  - (1) Are obstacles in place or projected to be in place in time?
  - (2) Are obstacles observed and covered by fires?
  - (3) Do the obstacles shape the battlefield in accordance with commander's intent?
  - (4) Are plans for clearing lanes in friendly obstacles adequate to support brigade maneuver?
  - (5) Can the brigade conduct obstacle breaching as designated in the plan?

- (6) Is there new information which might require changes to the point of penetration or breach?
  - (7) Are there sufficient mobility assets (mine plows/blades) for the breach element?
  - (8) Is the preparation of fighting positions on schedule?
  - (9) Is there adequate construction material and is it being delivered on time?
  - (10) Are there any modifications to FASCAM employment plans required by the engineer and FSCOORD/brigade FSO based on new information?
- f) Combat service support.
- (1) Is there a need to adjust CSS priorities based on new information?
  - (2) Are supplies adequate to support the operation and are they being delivered to brigade unit's on time?
  - (3) Are there sufficient transportation assets available and operational to support the operation?
  - (4) Does the status of personnel fill enable brigade units to accomplish their missions and tasks?
  - (5) Does the state of morale in the brigade support mission accomplishment?
  - (6) Is the current and projected state of maintenance of equipment in the brigade adequate to support mission accomplishment?
  - (7) Are medical personnel, supplies, and equipment available and positioned to support the concept of the operation?
- g) Command and control.
- (1) Are key communications links within the brigade operational?
  - (2) Do current and projected locations of CPs provide for continuous command and control?

- b. The brigade commander projects current battle endstates based on his evaluation of the current plan and brigade preparedness by anticipating factors associated with each battlefield operating system, e.g.: [FM 101-5, Chap 4 (CEPA); FM 34-130, Chap 1, 2, 3; Battle Command Techniques and Procedures, (April 21, 1995), Chap 2, 4; Battle Command, (April 11, 1994), pp. 38-45; FM 34- 8, Chap 1, 2, App C]

1) Intelligence:

- a) Where will enemy forces to include follow-on, reserves, or uncommitted forces be at the conclusion of the current battle?
- b) What will be the combat strength of enemy forces?
- c) What will be the will to fight of enemy forces?
- d) What will be the enemy's capability to conduct operations at the conclusion of the current battle?
- e) What will be the enemy's limitations and exploitable weaknesses at the conclusion of the current battle?
- f) What will the enemy's intentions and possible courses of action be at the conclusion of the current battle?
- g) What will be the terrain conditions and considerations at the conclusion of the current battle?
- h) What will the weather conditions be at the conclusion of the current battle?

2) Maneuver:

- a) What will be the combat strength of the brigade's maneuver forces at the conclusion of the current battle?
- b) Where will brigade maneuver forces to include reserves or uncommitted units be at the conclusion of the current battle?
- c) What will the terrain responsibility of subordinate units be at the end of the current battle?
- d) What will the task organization be at the end of the current battle?
- e) What will the force ratios be at the end of the current battle?

3) Command and control:

- a) Do the current CCIR need revision or updating?
  - (1) Based on anticipated flow of the battle (e.g., changes in battle phasing).
  - (2) Based on changes to METT-T.
  - (3) Based on receipt of new guidance or missions from the division commander.
  - (4) Based on his visualization of current and future desired endstates.
- b) What will be the status of unit morale, cohesion, and capability to continue operations at the end of the current mission?
- c) What will the status of C3 be at the conclusion of the current mission?
- d) What is the capability of subordinate leaders to assume command in the event of commander casualties?
- 4) Fire support:
  - a) What will be the strength and ammunition status of all fire support assets at the end of the current mission?
  - b) What will be the DS FA unit's capability to support brigade operations at the end of the current mission?
- 5) Air defense:
  - a) What air defense assets will be available at the end of the current mission?
  - b) What will the status of the early warning system be at the end of the mission?
  - c) What will be the status of the air defense command and control system be at the end of the mission?
  - d) What will the enemy air threat be at the end of the mission?
- 6) Mobility and survivability:

- a) What engineer assets and CL IV/V supplies will be available to support mobility and survivability operations at the end of the mission?
  - b) What will be the engineer unit capability be to continue operations in support of the brigade?
  - c) What will be the capability of supporting NBC reconnaissance, smoke, and decontamination units to support brigade operations?
- 7) Combat service support:
  - a) What will the operational capability of the subordinate unit's CSS system be at the end of the current mission?
  - b) What will be the operational capability of the FSB at the end of the mission?
  - c) What will be the availability of all classes of supply at the end of the mission?
  - d) What will be the capability of the medical support system to continue operations?
- c. The brigade commander anticipates requirements and actions based on his projection of the outcome of the current mission. [FM 101-5, Chap 1, 2, 4, 5, App C, D, E; Battle Command Techniques and Procedures, (April 21, 1995), Chap 2, 4; LL-CALL Newsletter 90-8, pp. 23-24]
  - 1) The brigade commander bases anticipated future requirements and actions on:
    - a) The brigade on-order or be prepared mission(s).
    - b) His understanding of the higher commander's intent and future plans.
    - c) His projection of the outcome of the current mission.
    - d) His assessment of what the enemy will do at the end of the current mission.
    - e) His assessment of risk.
    - f) Subordinate/supporting units' capabilities.
    - g) Existing brigade contingency plans or wargamed branches and sequels to the current operation.

- 2) The brigade commander develops information to assist him in determining future requirements and actions by:
  - a) Communicating with division headquarters to ensure that he knows and understands future division plans.
  - b) Soliciting input from the senior leadership within the brigade, i.e., brigade XO, brigade S3, and subordinate TF and battalion commanders.
- 3) The brigade commander defines requirements and actions based on battlefield operating system factors:
  - a) Intelligence BOS:
    - (1) Adjustments necessary to the PIR.
    - (2) Additional intelligence collection assets needed.
    - (3) Mission changes for intelligence collection assets.
  - b) Maneuver BOS:
    - (1) Missions appropriate for all maneuver forces.
    - (2) Repositioning or reorientation required for maneuver units at the end of the current battle.
    - (3) Mission changes required for the brigade maneuver reserve.
    - (4) Direction or guidance given to subordinate commanders to reduce ambiguity for future operations.
    - (5) Changes necessary in the maneuver scheme to shape the current battle so as to be better postured for the on-order mission.
    - (6) Impact of adjacent unit dispositions, strength, activities, capabilities, and missions on projected brigade operations.
    - (7) Additional maneuver combat power required.
  - c) Fire support BOS:
    - (1) Changes required to the fire support priorities and plan.

- (2) Additional fire support assets needed.
- (3) Requirements to reposition fire support assets.
- (4) Adjacent units' capabilities to support.
- (5) Retargeting of HPTs.
- d) Command and control BOS:
  - (1) Adjustments required in brigade command and control.
  - (2) Additional communications capability required.
  - (3) Impact of time on future actions.
  - (4) Adjustments necessary to command and control graphics.
  - (5) Adjustments necessary to the DST and other operational matrixes.
- e) Air defense BOS:
  - (1) Repositioning requirements for air defense assets.
  - (2) Adjustments to the air defense priorities.
  - (3) Additional air defense assets are needed.
- f) M/S BOS:
  - (1) Additional M/CM/S assets required.
  - (2) Adjustments to the mobility tasks required.
  - (3) Countermobility tasks required.
  - (4) Survivability tasks required.
  - (5) MOPP status.
  - (6) Decontamination requirement.
- g) CSS BOS:

- (1) Additional CSS units required.
  - (2) Adjustments necessary in the positioning of logistics support units and nodes.
  - (3) Additional supplies, by class of supply required.
  - (4) Additional personnel needed by MOS.
- e. The brigade commander decides whether the current plan needs to be changed. [FM 101-5, Chap 4, 7, App H, J; Battle Command Techniques and Procedures, (April 21, 1995), Chap 2, 4, 5]
- 1) The brigade commander decides the current plan meets the assessed situation and continues to monitor and direct brigade battle preparations. [FM 101-5, p. 4-48]
  - 2) The brigade commander decides the plan must be modified. [FM 101-5, p. 4-48]
    - a) The brigade commander bases his decision to initiate a FRAGO by considering: (See Task 4 for description of how to develop and issue this FRAGO) [FM 101-5, pp. 1-14 - 1-16]
      - (1) Whether COAs previously developed can be modified and developed as the new plan.
      - (2) Time available to develop, coordinate, implement, and rehearse a new plan.
      - (3) Subordinate units' time to complete new preparation requirements under the new plan and task organization.
      - (4) The brigade staff's ability to continue to monitor and direct current brigade activities while meeting new planning requirements.
      - (5) Whether the fire support assets meet the requirements of the COA considered.
      - (6) Whether the M/S assets meet the requirements of the COA considered.
      - (7) Whether CSS capabilities meet the requirements of the COA considered.



- (8) Whether AD capabilities meet the requirements of the COA considered.
  - (9) Whether pre-planned CAS and JAAT can support the contemplated modification without alteration.
  - (10) Whether a new DST and FSEM are required to incorporate the modification.
  - (11) Whether the brigade communication system capability meets the requirements to support the modified brigade COA.
  - (12) Ability of the brigade to respond to the new situation based on current tactical posture and situation.
    - (a) Maneuver forces available to respond without impacting brigade ability to perform the current mission.
    - (b) Availability of CS, CSS, and supplies to support the new situation without impacting on support necessary for the current mission.
  - (13) Impact of diverting key staff members from synchronizing the current mission to planning for a new mission.
    - b) The brigade commander determines effects on the military decision-making process (MDMP) based on the magnitude of change to the plan, potential for confusion on the battlefield, staff availability, and the amount time available before execution. [FM 101-5, Chap 4]
4. **The brigade commander directs changes to the operation or plan.** [TRADOC Pam 11-9, Chap 7 and App D]
- b. The brigade commander conducts the MDMP in a time-constrained environment. [FM, App I; FM 101-5, pp. 4-41 - 4-60]
    - 1) When current orders are changed during the preparation phase of the battle, the brigade commander must consider:
      - a) Using MDMP products in use during the current mission as reference points from which modifications are made:
        - (1) Weather analysis.

- (2) Terrain analysis.
  - (3) Enemy order of battle and updated IPB products.
  - (4) Current updated staff estimates.
    - (a) Brigade capabilities.
    - (b) Constraints.
  - (5) PIR, EEFI, and FFIR requested by the commander.
- b) The brigade commander and staff must simultaneously monitor, plan, and direct all aspects of brigade operations (e.g., preparation for the current mission, changes to the current plan).
  - c) Anticipating the outcome of the current fight and to begin considering future requirements and actions.
  - d) Recognition of similarities and/or differences between initial plan and new requirements.
  - e) Assessment of friendly force posture, enemy probable actions and postures, and battlespace.
  - f) Modifying existing branches and sequels to meet new requirements.
  - g) The deep, close, and rear battle areas.
  - h) Key leader and staff availability and location.
  - i) The amount of time available for the planning and rehearsal process.
  - j) Extent of reconnaissance effort necessary to obtain critical information.
- 2) The brigade commander completes an update of his estimate.
    - a) Mission:
      - (1) Identifies specified and implied tasks which his brigade must accomplish.
      - (2) Appraises whether the who, what, where, when, and why of the envisioned brigade plan support the higher commanders' intent.

- b) Enemy:
    - (1) Estimates the enemy's strength, location, disposition, activity, equipment, capability, and intentions.
    - (2) Determines most likely and most dangerous enemy COAs that the brigade must defeat.
  - c) Terrain and weather: observation and fields of fire, cover and concealment, obstacles, key terrain, avenues of approach (OCOKA), vegetation, soil type, hydrology conditions, visibility, climatic conditions, and visibility.
  - d) Troops: analyzes the brigade's and TF's combat power in terms of capability relative to the mission by considering:
    - (1) Capabilities, strengths, and weaknesses of subordinate commanders and units.
    - (2) Weapon systems and equipment.
    - (3) Disposition.
    - (4) Supplies.
    - (5) Troop rest and morale.
  - e) Time: analyzes the time available for planning, preparing, and executing the operation for both enemy and friendly forces.
- 3) The brigade commander conducts quick mission analysis by:
- a) Analyzing the division and corps commanders' mission and intent.
  - b) Reviewing the area of operations, higher headquarters concept of operations, and task organization.
  - c) Identifying specified, implied, and essential tasks.
  - d) Considering any restrictions or constraints.
  - e) Considering command and control warfare (C2W).
  - f) Assessing risk.

- g) Determining critical facts and assumptions which will directly affect mission accomplishment.
- h) Identifying time critical tasks (shifting units, resupply, and requesting additional resources).
- i) Establishing a time schedule using backward planning.
- j) Approving the brigade restated mission.
- 4) The commander may request information from the staff to support his COA development.
  - a) BOS specific estimates from selected staff members.
  - b) Information available in current products.
- 5) The brigade commander describes his revised concept and COA to his staff. [FM 71-3, App I; FM 101-5, pp. 4-48, 4-49]
  - a) The commander develops and explicitly expresses COA.
    - (1) His intent and desired endstate.
    - (2) Concept of operations.
      - (a) Major components of maneuver and focus of fires.
      - (b) Integration of combat multipliers.
      - (c) Decisive points.
      - (d) Main effort.
    - (3) Enemy COA(s) to be considered.
    - (4) CCIR.
    - (5) Limitations.
    - (6) Risks.
  - b) If time is available, the brigade staff:
    - (1) Develops details on COA provided by the commander.

- (2) Develops branches and sequels to the selected COA which adhere to the commander's guidance.
- 6) The brigade commander performs a suitability-feasibility-acceptability analysis of selected COA. The commander performs the analysis by himself, or with staff assistance. [FM 71-3, App I; FM 101-5, p. 4-51]
  - a) Suitability factors:
    - (1) New concept accomplishes the brigade mission.
    - (2) New concept meets the division and corps commanders' intents.
    - (3) The plan accomplishes his intent for the brigade's endstate relative to the intended endstate for the enemy.
    - (4) The brigade can maintain the initiative by forcing the enemy to react to the new brigade COA
  - b) Feasibility factors:
    - (1) Time to execute the plan(s) as designed.
      - (a) Duration of events.
      - (b) Time and distance factors for maneuver and fires.
    - (2) There is sufficient ground and air space to accomplish the plan(s) as designed.
      - (a) Roads and terrain support the plan.
      - (b) Depth of action.
    - (3) The brigade has the means to execute the plan(s) as designed.
      - (a) Brigade combat power versus the enemy (force ratios).
      - (b) Special equipment and personnel to accomplish the mission (e.g., bridging equipment, mine clearing, Army aviation, CAS, etc.).
    - (4) Impact on on-going preparation activities.

- (5) Impact on subordinate units and combat multipliers.
- (6) Requirements to alter task organization.
- c) Acceptability:
  - (1) Mission completion is not at risk for failure.
  - (2) Risks to soldiers and equipment do not exceed acceptable limits.
  - (3) Protective measures are incorporated.
  - (4) Positioning and repositioning does not unduly endanger soldiers, supplies, or equipment.
  - (5) Safety measures are incorporated especially when soldiers are expected to be exhausted.
- 7) The brigade commander quickly compares COA, (if more than one).
- 8) The brigade commander selects a COA and announces his decision to key brigade staff members.
- 9) The brigade commander conducts mission risk assessment to ensure that conditions most likely to cause mission failure and accidents (including fratricide) have been mitigated.
  - a) Brigade units have been tasked within their capabilities.
  - b) Procedural and positive risk-reduction control measures have been implemented, for example:
    - (1) Situation is understood by brigade members.
    - (2) Procedures governing clearance to engage targets are clear.
    - (3) Positive target identification.
    - (4) SOPs are consistent with doctrine and are adhered to.
    - (5) Control measures are flexible enough not to interfere with operations and are firm enough to prevent fratricide, civilian casualties, and collateral damage.

- (6) Doctrinally correct terminology is applied to all control measures; e.g., fire support coordination lines (FSCL), restrictive fire lines (RFL).
    - (7) ROE are clear.
  - 10) The brigade commander reviews his current CCIR to determine: [FM 101-5, pp. 4-47/48]
    - a) Validity of CCIR.
    - b) New CCIR required to provide him with the information needed to make decisions about the plan.
- 5. **The brigade commander directs and leads subordinate forces.** [TRADOC PAM 11-9, Chap 7, App D; FM 71-3, Chap 2, 3, FM 101-5, Chap 1, 4, App B, D, H, J; Battle Command Techniques and Procedures, (April 21, 1995), Chap 1, 2, 4, Battle Command, (April 11, 1994), pp. 12-14, 34-37; FM 71-3, Chap 3; ST 22-102]
  - b. The brigade commander exercises leadership during the preparation for the brigade mission by: [FM 101-5, Chap 1, 4; FM 71-3, Chap 3; Battle Command Techniques and Procedures, (April 21, 1995), Chap 1, 2, 3, 4; Battle Command, (April 11, 1994), pp. 10-13, 32-37; ST 101-5] [FM 71-3, Chap 3; FM 101-5, Chap 1; Battle Command Techniques and Procedures, (April 21, 1995), Chap 1, 2; LL-CALL Newsletter No. 90-8, p. 25-26]
    - 7) Maintaining his perspective and focus on the brigade mission, regardless of the turmoil surrounding him.
    - 8) Demonstrating a flexibility to quickly adjust to a rapidly changing situation to accomplish the mission.
    - 9) Visualizing and thinking in dimensions of time and space regarding the consequence of actions.
    - 10) Visualizing follow-on brigade missions.
  - e. The brigade synchronizes tactical operations through rehearsals. [FM 101-5, App M; FM 71-3, p. 3-23 - 3-29; LL-CALL Bulletin No. 93-4, pp. 17-18; LL-CALL Newsletter No. 91, Apr 91, p. 17]
    - 6) The brigade commander controls and participates in the brigade rehearsal. [FM 71-3, pp. 3-27 - 3-29]

- d) Exercises the decision-making process he expects to be faced with during the mission:
  - (1) Identifying times or events during the mission which will require him to make decisions.
  - (2) Observing how his decisions are implemented by brigade units and the staff.
  - (3) Identifying the key decision points which are most likely to produce the outcomes which support his intent and desired endstate.
  - (4) Appraising utility of his decision support aids (e.g., DST, synchronization matrix).
  
- f. The brigade commander ensures that each BOS is synchronized with other BOS during visits, backbriefs, and rehearsals. [FM 101-5, pp. H-36 - H-42]
  - 1) The brigade commander synchronizes intelligence requirements with the other BOS.
    - a) The commander and S2 review the DST, enemy situation template, and event template to ensure that threat courses of action are clear and understood.
    - b) The brigade S2 processes information and disseminates updated intelligence of enemy situation, terrain, and weather.
      - (1) Descriptions and locations of obstacles, fortifications, and known or potential contaminated areas and available NBC delivery systems.
      - (2) Threat locations (CPs, weapons systems), strengths, capabilities, probable boundaries, known vulnerabilities, and threat probable courses of actions and intentions.
  - 2) The brigade commander synchronizes maneuver with the other BOS.
    - a) Subordinate units' maneuver plans are verified and synchronized with indirect fires and the brigade plan.
      - (1) Direct and indirect fire plans include:
        - (a) Units and weapons systems positions.



- (b) Triggers for the initiation of direct and indirect fires.
    - (c) Disengagement and engagement criteria.
    - (d) Direct and indirect fire control measures.
  - (2) Maneuver plans include:
    - (a) Actions in the objective area.
    - (b) Actions on contact.
    - (c) Movement techniques.
  - (3) Security and covering force plans including:
    - (a) Passage of lines.
    - (b) Battle-handover.
    - (c) Integration of fire support.
    - (d) Reconstitution.
  - (4) Movement plans during the battle including:
    - (a) Whether routes are selected, reconnoitered, and marked.
    - (b) Whether movement to alternate and supplementary positions, including overwatch covering displacement, takes advantage of available cover and concealment.
    - (c) Whether direct and indirect fires are synchronized with movement and repositioning to preserve the force and to attrit and delay the enemy.
    - (d) Whether commitment of the reserve is consistent with brigade plans.
- b) Brigade contingency plans, branches, and sequels are verified and synchronized.

- c) Reactions to NBC attacks are integrated to ensure force protection and reinforce the brigade's ability to perform its mission on a contaminated battlefield.
  - (1) NBC reports and NBCWRS, including agent detection/identification and MOPP posture changes, are continuously assessed and disseminated.
  - (2) Decontamination sites and equipment are prepared to support hasty and deliberate decontamination.
  - (3) Brigade units and soldiers can perform basic decontamination skills.
- 3) The brigade commander synchronizes fire support with the other BOS.
  - a) Subordinate unit fire support plans are verified and synchronized with the brigade scheme of maneuver and fire support plan.
  - b) The brigade fire support plan is reviewed for refinements, to include:
    - (1) Shifts in priorities of fires and timing for preplanned and targets of opportunity engagements in each phase of the operation.
    - (2) Positioning of primary and backup observers to allow observation of all preplanned targets and EAs.
    - (3) Priority of fires and priority targets for each phase of the mission, including method for prioritizing calls for fire.
    - (4) Finalizing artillery target groups and series.
    - (5) Employment concept for special munitions (i.e., FASCAM, smoke, DPICM, copperhead) is completed.
    - (6) Refinements to employment of CAS and Army aviation.
    - (7) Control measures and restrictions.
  - c) Refinements to the fire support plan are integrated by FRAGOs, into:
    - (1) The DST.
    - (2) The synchronization matrix.
    - (3) The FSEM.

- 4) The brigade commander synchronizes air defense with the other BOS.
  - a) Brigade S2 identifies enemy air avenues of approach and enemy attack helicopter firing positions.
  - b) Brigade ADO confirms air defense coverage against enemy air attacks along single and multiple air avenues of approach.
  - c) Air defense assets are ready to move with maneuver elements to ensure that planned, support is provided without interfering with the subordinate units' maneuver.
  - d) The brigade commander and brigade ADO examine ADA coverage plans to identify weaknesses and risks.
  - e) A2C2 considerations are understood by all airspace users.
  - f) Fratricide prevention measures are adequate and understood.
- 5) The brigade commander synchronizes mobility, countermobility, and survivability with the other BOS.
  - a) Ensures that mobility assets are task organized, positioned, and prepared to respond to potential obstacles and choke point congestion.
    - (1) Verifies that brigade units are prepared to conduct in-stride and deliberate breaching.
    - (2) Timing and coordination for each separate brigade counter-obstacle breach is finalized to ensure synchronization between the support, breach, and assault forces.
    - (3) Verifies engineers and subordinate units are prepared to perform obstacle reconnaissance in order to physically confirm brigade breach sites.
  - b) Checks that countermobility plan to ensure integration of direct and indirect fire for each obstacle.
  - c) Verifies that survivability positions for vehicles, personnel, and equipment are being completed as planned.
- 6) The brigade commander synchronizes CSS with the other BOS.

- a) Verifies that CSS assets are positioned and prepared to provide planned supply, medical, transportation, and maintenance support to the brigade during the mission, without interfering with the brigade maneuver.
  - b) Verifies push packages of emergency resupplies are configured and ready.
  - c) Reviews designated MSR and ASRs to ensure that CSS assets can provide timely response.
  - d) Verifies that medical assets and operations are prepared to support the brigade.
  - e) Ensures that vehicles and equipment are being recovered, repaired, and returned to user or delivered to higher maintenance echelons during the preparation phase.
  - d) Verifies that maintenance assets are task organized and are prepared to provide support and that unit maintenance collection points (UMCP) are prepared to displace and provide planned support.
- 7) The brigade commander synchronizes command and control with the other BOS.
- a) The brigade commander reviews the DST, synchronization matrix, and FSEM to ensure that:
    - (1) Plan modifications are integrated.
    - (2) Mission details to achieve the commander's intent are adequately reflected.
    - (3) Combat power is synchronized and massed:
      - (a) Against the enemy.
      - (b) At the decisive point as visualized by the brigade commander.
  - b) The brigade commander reviews the criteria for the employment of reserves to verify that his intent and visualized endstate can be achieved.

- c) Planned command and control measures are reviewed by the brigade commander, staff, and subordinate leaders to ensure completeness of all brigade documents; at minimum:
  - (1) Maneuver graphics and control measures (e.g., phase lines, objectives, routes, check and coordination points).
  - (2) Signals and quick execution code words.
  - (3) DST.
  - (4) Synchronization matrix.
  - (5) FSEM and FSCM.
- d) CPs and staff are prepared to support the mission.
  - (1) Ready to receive, process, and disseminate information.
  - (2) Move and position to support the brigade commander during the battle.
  - (3) Coordinate and synchronize combat multipliers.
  - (4) Exchange information with division and adjacent units.

## Outcome 5

Affected units and personnel receive relevant changes and refinements to plans in time to perform troop leading procedures and required actions.

## Task Elements

- 1. **The brigade command posts and staff manage and maintain command, control, and communications.** [TRADOC Pam 11-9, Chap 7 and App D]
  - a. The brigade CPs manage means of command, control, and communications (C3). [FM 71-3, pp. 3-1 - 3-20]
    - 1) The brigade commander appoints an "information manager" from the staff (usually the brigade XO) to: [FM 101-5, Chap 6 and App B]
      - d) Establish and enforce timelines.
    - 5) LNOs provide information to the brigade commander and staff and to the headquarters they represent. [FM 101-5, App L]

- a) Responses to specific questions asked of LNO.
  - b) Unit locations, activities, capabilities, status, and intentions.
  - c) Coordination problems.
    - (1) Inability to reach/meet with specific people or staff positions.
    - (2) Receipt of information which invalidates or should change estimates and plans.
2. **The brigade command posts and staff support synchronization by acquiring, evaluating, and communicating information and maintaining status.** [TRADOC Pam 11-9, Chap 7 and App D]
- d. The brigade CPs and staff support synchronization by communicating information to the commander, other staff members, and to anyone else who needs it. [FM 6-20-40, p. 26; FM 6-20-50, App C; FM 71-3, Chap 3 and 8; FM 71-123, Chap 1; FM 101-5, Chap 5 and 6, App A, B and L; ARTEP 1-100 MTP; ARTEP 3-117-40 MTP; ARTEP 71-3 MTP; FN-NTC]
    - 1) All brigade staff officers and staff sections disseminate information. [FM 71-3, Chap 3, 8, and App H; FM 71-123, Chap 1; FM 101-5, Chap 5]
    - b) Critical information needed to:
      - (1) Coordinate brigade synchronization.
      - (4) Influence their areas of responsibility.
    - 3) The brigade S3 and brigade S3 section assist the brigade commander to synchronize preparation for the battle by communicating: [ARTEP 71-3 MTP, Task 71-3-3003/2, 3; CTC Bulletin 95-4, Chap 1]
      - a) Updated products:
        - (1) WARNOs/FRAGOs.
        - (2) Coordinating instructions.
        - (4) Evaluations of brigade state of preparedness.
        - (5) Answers to CCIR and IR.
      - e) Information on future operations.

- f) Significant changes to enemy situation.
  - g) Recommendations and decisions concerning shift of main effort, priorities, and synchronization of combat power.
- 5) The brigade FSCoord, FSO, FSE, and NGLO assist the brigade commander to synchronize preparation for the battle by: [FM 101-5, App A; ARTEP 71-3 MTP, Task 71-3-9002/2, 3]
- b) The brigade FSO and FSE section coordinate with adjacent and higher FSEs and DS FA battalion headquarters to: [ARTEP 71-3 MTP, Task 71-3-9002/2]
    - (1) Ensure that planned brigade fire support will not interfere with other fire support systems, will not disrupt adjacent unit operations, and will not jeopardize troop safety.
    - (2) Ensure that fire support information and products (e.g., target lists, FSEM, and CAS requests) are exchanged and refined.
    - (3) The brigade FSO and FSE section coordinate with the brigade S3 and TF FSOs to verify: [ARTEP 71-3 MTP, Task 71-3-3001/2]
      - (a) Control measures delineating mutual boundaries.
        - 1 Directed by division.
        - 2 Internal boundaries (TFs, scouts, security forces).
      - (b) Air space control measures.
      - (c) Fire support coordinating measures.
      - (d) Signals and conditions under which restrictive measures will be emplaced or lifted.
3. **The brigade commander visualizes the battlefield.** [TRADOC Pam 11-9, Chap 7 and App D; ARTEP 71-3 MTP, Chap 3, 5; FM 71-100, Chap 1, 6; FM 100-5, Chap 1, 3, 4, App B, D, H; FM 71-3, Chap 1, 3, 8, App I, H; Battle Command Techniques and Procedures, (April 21, 1995), Chap 2, 4, 5; Battle Command (April 11, 1994); LL-CALL Compendium, Vol 1, Heavy Forces, Fall 1988; LL-CALL CTC Bulletin, 95-11, Chap 4 and 5]

- e. The brigade commander decides whether the current plan needs to be changed. [FM 101-5, Chap 4, 7, App H, J; Battle Command Techniques and Procedures, (April 21, 1995), Chap 2, 4, 5]
  - 2) The brigade commander decides the plan must be modified. [FM 101-5, p. 4-48]
    - a) The brigade commander bases his decision to initiate a FRAGO by considering: (See Task 4 for description of how to develop and issue this FRAGO) [FM 101-5, pp. 1-14 - 1-16]
      - (2) Time available to develop, coordinate, implement, and rehearse a new plan.
      - (3) Subordinate units' time to complete new preparation requirements under the new plan and task organization.
      - (4) The brigade staff's ability to continue to monitor and direct current brigade activities while meeting new planning requirements.
- 4. The brigade commander directs changes to the operation or plan. [TRADOC Pam 11-9, Chap 7 and App D]
  - a. The commander and/or staff issue WARNOs to alert staff members and subordinate elements that the plan will be changed. WARNOs may include: [FM 101-5, p. 4-55; LL-CALL Newsletter No. 90-8, p. 23; LL-CALL Newsletter No. 93-3, pp. 1-3]
    - 1) The enemy situation, events, and the mission, task, or operation.
    - 2) The corps and division missions.
    - 3) The corps and division commanders' intents.
    - 4) The commander's intent statement.
    - 5) The earliest time of movement or degree of notice the commander gives to the main body.
    - 6) Orders for preliminary action, reconnaissance, surveillance, and observation.
    - 7) Service support instructions, any special equipment necessary, regrouping of transportation, or preliminary moves to assembly areas.



- 8) The rendezvous point or time for assembly of an orders group, whether commanders or representatives are to attend, and the time needed for issuing written orders.
- c. The brigade commander directs preparation of a FRAGO. [FM 101-5, App H; ARTEP 71-3 MTP, Task 71-3-3010]
- 1) The brigade XO manages and supervises internal and external coordination by the staff to prepare a synchronized FRAGO. [ARTEP 71-3 MTP, Task 71-3-0001; LL-CALL Newsletter, No. 93-3, p. 24-25]
  - 2) The staff takes prompt action to accomplish the guidance given by the commander.
  - 3) The brigade staff prepares FRAGOs reflecting changes to the current plan for the brigade commander's approval: [FM 101-5, App H ; ARTEP 71-3 MTP, Task 71-3-3010]
- d. The brigade commander approves and directs issuance of the FRAGO. [FM 101-5, p. 4-49; LL-CALL Newsletter No. 93-3, p. 27-28]
- 1) The brigade issues a complete FRAGO which contains: [FM 101-5, App H; ARTEP 71-3 MTP, Task 71-3-3010]
    - a) Mandatory elements of the FRAGO are:
      - (1) 1. Situation. (Include any changes to the existing order.)
      - (2) 2. Mission. (List the new mission.)
      - (3) 3. Execution:
        - (a) Intent:
        - (b) a. Concept of operations.
        - (c) b. Tasks to subordinate units.
        - (d) c. Coordinating instructions. (Include the statement, "The current overlay remains in effect" or, "See change one to Annex C, Operations Overlay.") (Mark any changes to control measures on the overlay.) (As time permits, issue a new overlay.)

- (4) 4. Service support. (Include any changes to existing order or the statement, "no change to OPOD xx.")
    - (5) 5. Command and signal. (Include any changes to existing order or the statement, "no change to OPOD xx.")
  - b) As soon as possible and as needed, appropriate supporting plans and decision aids are developed and distributed.
    - (1) DST and synchronization matrix.
    - (2) Fire support plan, FSEM.
- e. The brigade staff coordinates internally and with higher, adjacent, and supporting elements to synchronize the FRAGO. [FM 101-5, App B]
  - 1) The brigade staff informs the brigade forces of outdated/preempted orders, execution products, and annexes containing information that has been superseded by the current FRAGO.
  - 2) The brigade XO, at the main CP, must analyze the current FRAGO in light of current division, adjacent, and supporting unit OPODs to preclude conflict.
  - 3) The brigade XO supervises the staff actions necessary to assist the brigade commander to synchronize the current battle.
  - 4) The brigade staff understands how the commander wants to synchronize the battle and performs coordination necessary to synchronize the FRAGO.
  - 5) LNOs communicate the FRAGO and the brigade commander's intent to their respective headquarters.
- 5. **The brigade commander directs and leads subordinate forces.** [TRADOC PAM 11-9, Chap 7, App D; FM 71-3, Chap 2, 3, FM 101-5, Chap 1, 4, App B, D, H, J: Battle Command Techniques and Procedures, (April 21, 1995), Chap 1, 2, 4, Battle Command, (April 11, 1994), pp. 12-14, 34-37; FM 71-3, Chap 3; ST 22-102]
  - g. The brigade commander ensures that any refinements to the OPOD/FRAGO and all critical associated documents are updated, reflect his most current guidance, and are distributed. [FM 101-5, App H]
    - 1) The brigade commander modifies guidance and orders based on continued preparation activities, rehearsals, and other METT-T information.

- 2) The brigade staff refines original OPORD and all associated documents based on continued preparation activities, rehearsals, and other METT-T information.
  - 3) The brigade staff refines FRAGO and all associated documents based on continued preparation activities, rehearsals, and other METT-T information.
  - 4) The brigade staff distributes refined/updated OPORD, FRAGO, and associated documents to higher, adjacent, and subordinate headquarters.
- h. Brigade subordinate, attached, DS, and OPCON units continue final battlefield preparations based on refined/updated OPORD, FRAGO, and associated documents.

## **Outcome 6**

Subordinate leaders demonstrate an understanding of the critical elements of their own mission and mission essential tasks, the brigade mission, and the brigade commander's intent.

### **Task Elements**

4. **The brigade commander directs changes to the operation or plan.** [TRADOC Pam 11-9, Chap 7 and App D]
- d. The brigade commander approves and directs issuance of the FRAGO. [FM 101-5, p. 4-49; LL-CALL Newsletter No. 93-3, p. 27-28]
    - 2) The brigade commander conducts a confirmation brief with key brigade leaders so they can hear each other's confirmation brief and enable: [LL-CALL Newsletter No. 93-3, p. 29-30; LL-CALL Compendium, Vol 1, Fall 1988]
      - a) Common understanding of the entire plan and the roles of each unit.
      - b) Agility of execution, i.e., the ability to react quicker than the enemy.
      - c) Direct personal coordination thereby enhancing synchronization of the plan.
      - d) Continuity of command so that if the brigade commander becomes a casualty, the subordinate commanders will share the same view of the commander's intent.
    - 3) The brigade XO conducts a confirmation brief with the brigade staff at the main and rear CPs. [AN]

5. **The brigade commander directs and leads subordinate forces.** [TRADOC PAM 11-9, Chap 7, App D; FM 71-3, Chap 2, 3, FM 101-5, Chap 1, 4, App B, D, H, J; Battle Command Techniques and Procedures, (April 21, 1995), Chap 1, 2, 4, Battle Command, (April 11, 1994), pp. 12-14, 34-37; FM 71-3, Chap 3; ST 22-102]
  - a. The brigade commander directs subordinate forces.
    - 1) The brigade commander takes actions to ensure that subordinate leaders have a clear understanding of his intent and concept. Actions include: [FM 101-5, Chap 1, 4, App B, D, H, J; Battle Command Techniques and Procedures, (April 21, 1995), Chap 2, 4; Battle Command, (April 11, 1994), pp. 10-32; LL-CALL CTC Bulletin No. 93-4, p. 16; LL-CALL Newsletter No. 93-3, p. 31-32]
      - a) Meetings with subordinate commanders and leaders to exchange information and issue direction.
        - (1) Confirmation briefs.
        - (2) Backbriefs.
      - b) Rehearsals.
  - d. The brigade commander and staff synchronize tactical operations through backbriefs. [FM 101-5, pp. 4-59, 4-60]
    - 1) The commander conducts backbriefs with the brigade staff and subordinate commanders:
      - a) During and after the commander's inspections and visits.
      - b) As directed by the commander.
    - 2) During backbriefs, the commander verifies that subordinates understand the concept operations.
    - 3) During backbriefs, the brigade and subordinate commanders are responsible for:
      - a) Describing in detail how their schemes of maneuver and fires will be conducted.
      - b) Describing how their concepts of the operation support the brigade commander's intent and contribute to the brigade mission.

- c) Describing the level of preparation achieved, preparation activities still not completed; and actions to be taken to adhere to the mission timelines.
  - 4) Brigade staff disseminates information and changes which occur as a result of plan refinement.
- e. The brigade synchronizes tactical operations through rehearsals. [FM 101-5, App M; FM 71-3, p. 3-23 - 3-29; LL-CALL Bulletin No. 93-4, pp. 17-18; LL-CALL Newsletter No. 91, p. 17]
  - 1) The brigade commander uses synchronization tools (e.g., DST and synchronization matrix) during rehearsals to test synchronization of combat power. [FM 71-3, p. 3-27]
  - 2) The brigade commander plans and revises rehearsal objectives and schedule based on: [FM 101-5, p. M-2]
    - a) Time available.
    - b) Training status of troops.
    - c) Complexity of the operation.
    - d) Unit familiarity with rehearsal techniques and SOPs.
    - e) Review of earlier guidance and updates:
      - (1) Rehearsal goals and focus.
      - (2) Technique/method of rehearsal.
      - (3) Rehearsal participants.
      - (4) Rehearsal times and places.
    - f) Subordinate unit rehearsal needs.
  - 3) The brigade commander and brigade S3 prioritize tasks to be rehearsed based on: [FM 101-5, pp. M-10/11]
    - a) Key (critical) events and activities to be performed in battle.
    - b) Complexity.

- c) The number and times of rehearsals designated by the commander, ensuring that:
  - (1) Subordinates have sufficient time to conduct their own internal rehearsals and still get adequate rest/sleep.
  - (2) Subordinates are not required to be in two places at once.
- 4) The brigade commander, XO, brigade S3, and other key staff officers conduct rehearsal after-action reviews (AAR) to ensure that critical tasks are rehearsed to acceptable levels of competence. [FM 101-5, p. M-15]
- 5) The brigade and subordinate units prepare for rehearsals.
  - a) Subordinate units develop at least a tentative plan prior to their participation in a brigade rehearsal in order to allow effective feedback on the brigade plan.
  - b) Subordinate units conduct their own rehearsals.
- 6) The brigade commander controls and participates in the brigade rehearsal. [FM 71-3, pp. 3-27 - 3-29]
  - a) Ensures that rehearsal meets his goals.
  - b) Briefs participants (or gives guidance to the XO to brief) prior to the rehearsal.
    - (1) States purpose of rehearsal.
    - (2) Introduces each participant with a brief description of his duties and roles for the mission.
    - (3) Provides an overview:
      - (a) Missions and tasks to be rehearsed.
      - (b) Sequence of activities rehearsed.
      - (c) Rehearsal timelines (e.g., time to rehearse each event/phase of the mission).
      - (d) Description of rehearsal site.
  - c) Establishes the standard and outcome/goals to be achieved.

- (1) Subordinate commanders, staff, and leaders fully brief their responsibilities within the parameters of the brigade commander's intent.
    - (2) Identify vulnerabilities in the plan and determine the actions required to negate them.
  - d) Exercises the decision-making process he expects to be faced with during the mission:
    - (1) Identifying times or events during the mission which will require him to make decisions.
    - (2) Observing how his decisions are implemented by brigade units and the staff.
    - (3) Identifying the key decision points which are most likely to produce the outcomes which support his intent and desired endstate.
    - (4) Utility of his decision support aids (e.g., DST, synchronization matrix).
  - e) Tracks the effect of brigade actions to achieve the desired endstate (with brigade S3 assistance).
  - f) Brief's rules of engagement (ROE). [AN]
- 7) The brigade XO participates in brigade rehearsals. [FM 71-3, p. 3-27]
  - a) Ensures that the brigade staff is prepared to receive, evaluate and disseminate information.
  - b) Synchronizes combat multipliers to support the brigade during the mission.
  - c) Ensures that CS and CSS operations are synchronized with and support the concept.
  - d) Describes the positioning and movement of brigade CPs during the mission.
  - e) Briefs participants in the place of the brigade commander as directed.

- f) Ensures that all changes to the plan are recorded, coordinated, and supporting products (e.g., DST, synchronization matrix, FSEM) are updated.
- 8) The brigade S3 participates in brigade rehearsals. [FM 71-3, pp. 3-27/28]
    - a) Describes overall operation.
    - b) Ensures that brigade combat power is synchronized in terms of timing to support brigade movement and maneuver.
    - c) Describes the positioning and movement of the brigade command group during the mission.
    - d) Assists the brigade commander in tracking the effect of brigade actions to achieve the desired endstate.
  - 9) The brigade S2 participates in brigade rehearsals. [FM 71-3, p. 3-28]
    - a) Portrays enemy actions and responses.
      - (1) Replicates probable and all plausible enemy events and activities.
      - (2) Ensures that enemy actions are properly depicted to the brigade commander, subordinate commanders, and staff.
      - (3) Portrays actions of HPT and activities at NAIs and TAIs.
    - b) Provides updated enemy and terrain information.
    - c) Describes the intelligence collection intent, implementation of the collection plan, and acquisition tasks.
      - (1) DS MI company tasks:
        - (a) UAV.
        - (b) CI team.
        - (c) Interrogation teams.
        - (d) EW assets.
      - (2) Attached unit tasks.
      - (3) Subordinate unit tasks.



- 10) The brigade S4 and FSB commander (representing CSS staff) participate in rehearsals. [FM 71-3, p. 3-24]
  - a) Describe CSS support of the brigade.
  - b) Portray positioning and movement of CSS assets.
- 11) FSCoord, brigade FSO, NGLO, and subordinate unit FSOs participate in brigade rehearsals. [FM 71-3, p. 3-28]
  - a) Describe engagement of brigade/TF targets and HPT by all fire support means.
    - (1) How focus of fires supports the brigade mission (e.g., how the fire support plan, including CAS and attack helicopter, supports maneuver and direct fires at the critical points and times).
    - (2) Priorities of fires by phase.
    - (3) Triggers.
    - (4) Artillery target groups and series.
    - (5) Special munitions (i.e., FASCAM, smoke, dual-purpose, improved, conventional munitions [DPICM], copperhead).
    - (6) Fire support coordination measures.
    - (7) Suppression of enemy air defense (SEAD).
    - (8) Joint air attack team (JAAT) operations.
    - (9) Electronic attack.
    - (10) NSF characteristics.
  - b) Describe control measures (e.g., trigger lines and execution criteria), restrictions, and communications (primary and alternate) between observers and fire support elements.
  - c) Describes target acquisition activities, means, positioning, and responsibilities.

- (1) Observers and backup observers to include ANGLICO's fire power control teams (FCTs).
  - (2) UAVs.
  - (3) Sensor arrays.
  - (4) Radars.
- d) Describe field artillery battery movement (e.g., routes, timings) and firing positions.
- e) Describe field artillery radar movement, in and out of operation times, and positions.
- 12) The brigade engineer and ABE participate in brigade rehearsals. [FM 71-3, p. 3-24]
  - a) Describe movement of engineer assets in support of the brigade.
  - b) Describe the engineer participation in brigade breach operations.
- 13) The brigade ADO participates in brigade rehearsals. [FM 71-3, p. 3-24]
  - a) Describes ADA protection of the brigade focusing on brigade priorities for defense and critical times.
  - b) Portrays enemy air avenues of approach, expected activity, and how air defense will counter air attack.
- 14) The brigade CMLO participates in brigade rehearsals. [FM 71-3, p. 3-24]
  - a) Describes NBC decontamination support of the brigade (e.g., sites, equipment, procedures if other than SOP).
  - b) Describes NBC reconnaissance support of the brigade.
  - c) Portrays potential enemy use of chemicals against the brigade.
  - d) Describes employment of smoke and other obscurants.
- 15) The brigade and TF ALOs, and Marine air officer participate in brigade rehearsals. [FM 71-3, p. 3-24]
  - a) Describe positioning of TACP and ANGLICO's FCT personnel to control CAS in support of the brigade.

- b) Describe CAS sorties, targets, and timing of attacks.
  - c) Identify CAS ingress and egress routes.
  - d) In conjunction with FSCOORD and AVLO, describe JAAT mission as appropriate.
- 16) The brigade AVLO (with the Bde S3 Air and attack helicopter battalion commander, if applicable) participates in brigade rehearsals. [FM 71-3, p. 3-24]
- a) Describes positioning of aviation command and control (C2) assets on the battlefield to direct and control helicopters.
  - b) Describes helicopter operations in support of the brigade.
  - c) Describes Army aviation operations conducted by the division and corps which impact on the brigade (e.g., timing, ingress and egress routes for deep attacks).
  - d) Describes the locations of assembly areas and forward arming refuel points (FARP).
  - e) In conjunction with Bde S3 Air, FSCOORD, and Bde ALO, describes JAAT mission, as appropriate
- 17) The brigade S3 Air participates in brigade rehearsals. [FM 71-3, p. 3-24]
- a) Describes fixed and rotary wing aviation support of the brigade.
  - b) In conjunction with FSCOORD, AVLO, and Bde ALO, describes JAAT missions.
    - (1) Army aviation battle captain.
    - (2) A2C2 measures.
    - (3) SEAD missions.
  - c) Provides assistance to the brigade S3 in capturing rehearsal changes and modifications.
- 18) Subordinate TF commanders and, if time and situation allow, subordinate maneuver company commanders, participate in brigade rehearsals. [FM 71-3, pp. 3-24/25]

- a) Describe their missions.
  - b) Demonstrate how they will accomplish their assigned mission.
    - (1) Maneuver.
    - (2) Positions.
      - (a) Primary and alternate.
      - (b) Subsequent.
      - (c) Attack.
      - (d) Support by fire.
    - (3) Fire support.
    - (4) Direct fires.
    - (5) Timing of moves, positioning, and execution of fires.
  - c) Describe actions on contact.
  - d) Describe actions on the objective.
- 19) The brigade commander verifies that subordinate commanders understand their missions. [FM 101-5, p. M-15]
- 20) Time dependent, the entire operation is thoroughly rehearsed using one or more of the following techniques: [FM 71-3, pp. 3-23 - 3-25]
- a) Level I: small-scale rehearsals that do not involve mounted or dismounted maneuver. Techniques include:
    - (1) Map: limited number of participants due to map size, used when time and space constraints are limited.
    - (2) Sand table/terrain model: key leaders only, used to compensate for lack of sufficient time.
    - (3) Rock/stick drill: same characteristics as sand-table/terrain models, except that participants replicate their actions or their units actions.

- (4) Radio/telephone: participants as directed by the brigade commander, used when time and enemy situations do not allow gathering of personnel; used to test radios and determine backup systems in the event of communications equipment failure.
  - b) Level II: focused rehearsals using selected personnel, usually key leaders, mounted in wheeled or tracked vehicles over similar terrain; technique used is tactical exercise without troops, where key leaders participate, conducted on actual mission terrain or similar terrain.
  - c) Level III: brigade combined arms maneuver, full-scale dress rehearsal involving use of real-time mounted and dismounted maneuver over actual or similar terrain.
- 21) Rehearsal participants are indicated by type of rehearsal. [FM 71-3, pp. 3-23 - 3-25]
- a) Type A: (seldom used at brigade level except for Level III rehearsals).
    - (1) Brigade, TF, supporting battalion/troop/battery/company team/platoon commanders, and LNOs.
    - (2) Brigade, TF, and supporting battalion XO.
    - (3) Brigade and TF S3s.
    - (4) Brigade and TF S2s.
    - (5) FSCOORD, brigade and TF FSOs; brigade NGLO; TF SALT leader.
    - (6) Brigade and TF ALOs; brigade air officer.
    - (7) Brigade primary staff.
    - (8) Brigade special staff.
    - (9) TF company commanders with their FSO/FIST, FCT.
  - b) Type B:
    - (1) Brigade, TF, supporting battalion and company/battery commanders.

- (2) Brigade, TF, and supporting battalion XOs.
- (3) Brigade and TF S3s.
- (4) Brigade and TF S2s.
- (5) FSCoord, brigade and TF FSOs; brigade NGLO; TF SALT leader.
- (6) Brigade and TF ALOs; brigade air officer.

c) Type C:

- (1) Brigade, TF, supporting battalion and company/battery commanders.
- (2) Brigade and TF S3s.
- (3) Brigade and TF S2s.
- (4) FSCoord, brigade and TF FSOs; brigade NGLO; TF SALT leader.
- (5) Brigade and TF ALOs; brigade air officer.

d) Type D:

- (1) Brigade, TF commanders.
- (2) Brigade and TF S3s.
- (3) Brigade and TF S2s.
- (4) FSCoord, brigade and TF FSOs; brigade NGLO; TF SALT leader.
- (5) Brigade and TF ALOs; brigade air officer.

22) The brigade conducts multiple rehearsals if time is available, to include contingency plans. [FM 101-5, p. M-15]

- a) Combined arms maneuver rehearsal.
- b) CSS/logistics rehearsal.
- c) Fire support rehearsals.

- (1) Brigade fire support rehearsal.
  - (2) Field artillery battalion technical rehearsal.
  - (3) CAS execution.
- 23) The brigade conducts realistic and thorough rehearsals replicating the enemy accurately and: [FM 71-3, pp. 3-27 - 3-29]
- a) A slow walk through of the mission is performed, with staff and subordinate leaders explaining their actions at every step to ensure understanding; then a rehearsal is done at combat speed with minimal guidance.
  - b) Synchronization of the BOS is accomplished by common understanding of how each element's respective contribution adds to the synergy of the whole.
  - c) Rehearsals are conducted from the point of threat identification up to the point where the brigade is able to complete the mission and achieve the destruction of the enemy.
  - d) All brigade systems (vehicles, troops, combat multipliers) participate if time is available; representative portions of brigade systems participate if time or space is not available.
  - e) During the rehearsal, participants execute exactly as they would in the battle.

## **Outcome 7**

Soldiers and units are disciplined and are motivated to accomplish the mission.

### **Task Elements**

5. **The brigade commander directs and leads subordinate forces.** [TRADOC PAM 11-9, Chap 7, App D; FM 71-3, Chap 2, 3, FM 101-5, Chap 1, 4, App B, D, H, J: Battle Command Techniques and Procedures, (April 21, 1995), Chap 1, 2, 4, Battle Command, (April 11, 1994), pp. 12-14, 34-37; FM 71-3, Chap 3; ST 22-102]
- a. The brigade commander directs subordinate forces.
    - 1) The brigade commander takes actions to ensure that subordinate leaders have a clear understanding of his intent and concept. Actions include: [FM 101-5,

Chap 1, 4, App B, D, H, J; Battle Command Techniques and Procedures, (April 21, 1995), Chap 2, 4; Battle Command, (April 11, 1994), pp. 10-32; LL-CALL CTC Bulletin No. 93-4, p. 16; LL-CALL Newsletter No. 93-3, p. 31-32]

- a) Meetings with subordinate commanders and leaders to exchange information and issue direction.
  - c) Unit visits and inspections.
  - d) Listening to cross-talk on brigade command nets.
  - e) Evaluating reports from subordinates to appraise their understanding of the concept and intent.
- 2) The brigade commander uses his staff to assist him in directing and monitoring the battlefield by: [FM 101-5, Chap 1, 3; FM 71-3, Chap 1, 2, 3; Battle Command Techniques and Procedures, (April 21, 1995), Chap 2, 4,]
- g) Directing key members of his staff to visit units and activities and check critical preparation activities.
- b. The brigade commander exercises leadership during the preparation for the brigade mission by: [FM 101-5, Chap 1, 4; FM 71-3, Chap 3; Battle Command Techniques and Procedures, (April 21, 1995), Chap 1, 2, 3, 4; Battle Command, (April 11, 1994), pp. 10-13, 32-37; ST 101-5] [FM 71-3, Chap 3; FM 101-5, Chap 1; Battle Command Techniques and Procedures, (April 21, 1995), Chap 1, 2; LL-CALL Newsletter No. 90-8, p. 25-26]
- 1) Being professionally competent.
  - 2) Inspiring soldiers with the will to win.
  - 3) Setting the example by sharing the hardships and dangers of his units.
  - 4) Demonstrating both mental and physical stamina.
  - 5) Displaying physical and moral courage (making the difficult choices and decisions).
  - 6) Providing the brigade subordinate commanders purpose, direction, and motivation by issuing clear and concise guidance and orders.



- 7) Maintaining his perspective and focus on the brigade mission, regardless of the turmoil surrounding him.
  - 11) Providing subordinate commanders with a vision of future operations.
  - 12) Establishing and reinforcing an attitude of teamwork throughout the brigade.
  - 13) Fostering and encouraging initiative in subordinate leaders.
  - 14) Delegating authority whenever appropriate.
  - 16) Getting needed rest.
- c. The brigade commander maintains unit discipline and morale by: [FM 101-5, Chap 1; Battle Command Techniques and Procedures, (April 21, 1995), Chap 4; Battle Command, (April 11, 1994), pp. 10-13; FM 22-102; LL-CALL Bulletin No. 89-1, Spring 1989]
- 1) Keeping the soldiers informed of the current situation.
  - 2) Making personal contact with soldiers.
  - 3) Sharing the hardships and dangers that his soldiers face.
  - 4) Reassuring subordinates in a calm manner.
  - 5) Ensuring that soldiers have the opportunity to rest, eat, and otherwise refit as conditions permit.
  - 6) Acting decisively.
  - 7) Giving precise and simple-to-understand orders.
  - 8) Checking to see that his orders are carried out.
  - 9) Ensuring that the brigade subordinate commanders and other supporting elements cross-talk on the brigade command or O&I nets to:
    - b) Exchange information.
    - f) Keep everyone updated on the current situation.
  - 10) Observing subordinate commanders and units for indications of degradation in performance.

- 11) Monitoring himself and the subordinate commanders for degradation of leadership ability based upon physical and/or mental stress or exhaustion by:
  - a) Self-monitoring of his own physical and mental state.
  - b) Monitoring the brigade XO's his condition and recommending rest periods.
  - c) Monitoring and ensuring that the subordinate commanders have a rest schedule for themselves, their staffs, and their subordinate commanders.
- 12) Ensuring that CSS operations that contribute to morale are conducted as conditions permit.
- 13) Recognizing unit and individual achievement and performance.
- 14) Having the brigade CSM assist him in observing and maintaining unit discipline and morale.

## LESSONS LEARNED INTEGRATED INTO TASK LIST

This component identifies the lessons learned extracted from the U.S. Army Center for Army Lessons Learned (CALL) publications relevant to performing this battlefield function (BF). The lessons learned are organized and listed by the appropriate task in the BF task list. Where appropriate to address the absence of a task in an Army Training and Evaluation Program - Mission Training Plan (ARTEP-MTP), the lessons learned have been structured as tasks and are included in the detailed task list as subtasks. The purpose of the lessons learned component is to provide the user with the most recent tactics, techniques, and procedures (TTP) associated with the performance of the tasks in this BF.

### 1. **The brigade command posts and staff manage and maintain command, control, and communications.**

LL - The commander's role in information management is not quite so doctrinally clear as is his role in staff training and building staff cohesion. Chapter 6, Combat Information Management, in FM 101-5, Command and Control for Commanders and Staff, states that "information management is the first requirement for all decision making. A decision maker must continually ask, "What information do I need? Where do I get it? Is it accurate? Can I trust it? What does it really mean? Is it still true now?" The chapter also states that commanders and staffs who understand the utility and volume of available information can evade information overload by emplacing effective systems to swiftly pass forward necessary information.

It defines the commander's role as that of charging the XO with the combat information management function. The XO then fuses available C2 tools by outlining and monitoring the staff's duties, functions, and responsibilities in generating and processing information and flow through the C2 system. The XO must collect, analyze, and accurately present commander's critical information requirements (CCIRs) to the commander on a timely basis. In practice, observations show that commanders who are only passive or reactive consumers of the information management process are not able to identify the information they will need. Not asking the correct questions results in unfocused and unproductive staffs. Moreover, commanders are not directing their staffs on actions once information is received. The commander's role in information management is easy to explain but difficult to implement. If the commander neglects this requirement, the staff attempts to track all, and tracks nothing definitively. Frequently, the commander receives too much irrelevant information or no information of substance. [CALL Bulletin, "News From the Front," Jan-Feb 95].

LL - The typical lack of experience in brigade staffs negatively impacts the brigade's ability to synchronize combat operations. Most captains on brigade staffs are recent advanced course graduates, who bide their time on the staff waiting for a company command. The impact on the brigade is significant if the newly arrived officer is

assigned as the brigade staff "battle captain." With little or no training and experience, many recent advanced course graduates find themselves assigned into battle captain positions that don't exist on any TO&E and aren't addressed in any doctrinal publication. Yet all brigades and many battalions now use a "battle captain" in a variety of ways. This article is written for those officers who now find themselves titled "battle captain." It explains what's expected of you and how can you can best go about preparing to execute your duties to meet those expectations. Additionally, it explains how to shape the expectations of your commander, executive officer and operations officers so they can make the best use of the person who is now the "battle captain."

### ***WHO SHOULD THE BATTLE CAPTAIN BE?***

Typically, the person slotted as the battle captain is either a newly assigned, recent advanced course graduate, or a first lieutenant waiting to punch out for an advanced course. On rare occasions, the battle captain will be a previous company commander. Especially in the case of the newly assigned captain or the lieutenant waiting to go to an advanced course, the common denominator is a lack of knowledge and experience about the intricacies of controlling a brigade command post and helping to synchronize the myriad of assets available to the commander.

### **TECHNIQUES:**

- a. Assign a "high speed" noncommissioned officer as the battle captain, or at least as an assistant. NCOs are among the great under-used assets in TOC operations.
- b. Assign the chemical officer as the battle captain. These officers will provide some assignment stability and many have the additional duty of the USR, so they already understand what goes on in the brigade.

Regardless of who is assigned, their duties and responsibilities need to be clearly defined, and then they must be trained and equipped to perform the mission.

### **WHAT SHOULD THE BATTLE CAPTAIN'S DUTIES AND RESPONSIBILITIES BE?**

Most battle captains will find they may do no more than post maps, fill out journals, and answer radios. They will not be required or expected to battle track, enforce unit orders, manage information in the command post, or make decisions based on commander's intent when the CO, XO, or operations officer is unavailable. In command posts where this is the case, the unit will come to a screeching halt when

the CO, XO, or Bde S3 is asleep, is away from the command post, or becomes a casualty.

The battle captain should be capable of assisting the command group in controlling the brigade or battalion. Remember, the commander commands the unit, and the XO is the chief of staff, but those officers and the S3 must rest. They will also get pulled away from current operations to plan future operations or will receive orders from higher headquarters. The battle captain's role then is to serve as a constant in the CP, someone who keeps his head in the current battle and continuously assists commanders in the command and control of the fight. That may sound easy enough until one takes into account the complexity and intensity of C2 in an infantry battalion, or greater yet, in a brigade task force. Contrast these complexities to the normal inexperience of the battle captain, and it is easy to see why synchronization problems occur too often. Specifically, the duties and responsibilities of the battle captain can be divided into three major areas:

**Information management**

**Military decision-making process**

**TOC operations**

Impacting on the success or failure of these duties and responsibilities is the amount of authority given and earned by the battle captain.

**Information management**

Brigade and battalion CPs process an inordinate amount of information that must be managed and filtered to provide the commander with the information necessary to:

- see the battlefield.
- make critical decisions.
- effectively execute operations.

The focal point for information management in the CP is the battle captain. If the unit doesn't have a system to manage the information flowing in and out of the CP, STEP 1 is to develop a system.

Regardless of the system in place, someone must enforce the system. The battle captain is that enforcer.

**PROCEDURE:**

- a. Information output: The battle captain should control all information, pertaining to all the sections and units, that leaves the CP by approving all reports and major messages that go to higher and subordinate headquarters. RESULT: Ensures consistency, accuracy, and timeliness. Reduces duplication of work by ensuring that requests for information (RFIs) passed to higher headquarters cannot be answered locally.
- b. Information input: monitor information coming into the CP to stay abreast of the current battle from the perspective of all the systems assigned to, and supporting, the unit.
- c. Monitor adjacent units to gather more information and to ensure flank security.
- d. Current operations status: ensure that maps and charts used to track current operations are current and continuously updated.

**TECHNIQUE:** The battle captain has the responsibility to monitor subordinate compliance with orders. Battle captains must be forceful and should have the authority to push units for compliance and to ask units why not, if they aren't complying. The battle captain then informs the command group of unit compliance status.

Understanding the communications architecture and knowing how to operate the various communications components comprise a major part of the battle captain's information management duties and responsibilities. In addition to his personal capabilities, the battle captain is responsible for ensuring that all in the CP know and understand the communications architecture and how to operate the systems.

**TECHNIQUE:** Cross-train personnel on as many pieces of equipment as possible. Too often only one person knows how to operate a particular piece of equipment (the tactical FAX, for example), and if that person is unavailable, the equipment remains unused.

### **Military decision making process (MDMP)**

The battle captain impacts MDMP in two major ways: first, by orchestrating the staff battle drills necessary for the agility demonstrated by high performing staffs; and second, by assuming the lead for staff planning in those instances where the commander and primary staff are not present.

Almost all units have staff battle drills in the SOPs to speed the decision-making process, but most units do not use them or train them.

**PROCEDURE:** The TSOP should include staff battle drills for those situations requiring a quick, accurate response, such as learning indirect fires. If such drills are not currently part of the TOC annex to the TSOP, the drills should be developed and included.

**TECHNIQUES:**

- a. To make sure all TOC personnel understand the drills, they must be practiced until they become routine.
- b. Each shift must execute the drills as a team, led by the battle captain.
- c. The drills must have a beginning and an end; the TOC element must follow the drills through to completion to achieve the desired learning.

In those instances where the S3, XO, or plans officer is unavailable, the battle captain will have to lead the remaining staff personnel through the required planning.

**TECHNIQUES:**

- a. Have a set of planning aids reflecting the unit's planning SOP (including a quick decision-making process). Miniature (8.5 x 11 inch) acetate fill-in-the-blank planning charts work well.
- b. Authorize the battle captain to send FRAGOs resulting from this planning.
- c. Use NCOs to assist in the FRAGO preparation and issuance. Note: most units do not allow NCOs to even type FRAGOs, even though in garrison they plan, coordinate, and write MOIs for unit runs, changes of command, fiscal year ammunition forecasts, etc. Use their skills in the TOC.

**TOC Operations**

The battle captain typically supervises the staff NCOs in the conduct of CP duties. Since NCOs should be more heavily utilized, the battle captain should push NCO battle staff training at home station. The NCO duties the battle captain supervises include:

- preparing staff journals; updating maps and charts; tracking CP information flow.
- updating the tactical CPs maps and charts concurrent with the main CP.
- conducting shift changes with shift-change briefs.

**Shift-Change TECHNIQUES:**

- a. Run two shifts for 24-hour operations.
- b. Conduct a formal shift change with a comprehensive brief by the outgoing shift to the incoming. Shift personnel work as a team and outbrief as a team.
- c. If possible, the whole shift should overlap by at least 30 minutes.

**RESULTS:**

- a. The oncoming personnel gain a thorough understanding of the current situation from their counterparts.
- b. The two battle captains can exchange information about current and future operations.

To successfully conduct their duties and responsibilities, battle captains must have access to, and an understanding of, the following:

- Unit and higher HQ SOPs.
- All current OPLAN, OPORD, and FRAGO issues by his unit and his higher headquarters.
- Current battle execution aides, i.e., synchronization matrices, execution checklists, execution matrices, OPSCHEDs, etc., to track current operations.

**TECHNIQUE:** Typically forgotten are subordinate plans and graphics. The battle captain cannot track subordinate units adequately without their graphics and an understanding of the concept of operation. A subordinate commander, in the heat of battle, will refer to points on the battlefield from his graphics (he's more comfortable with them since he designed them). Have subordinates bring their graphics to the rehearsal. The battle captain can check them for accuracy and then issue consolidated unit graphics. The same technique applies to the targeting matrix for indirect fires.

Battle captains also need a firm grasp of the commander's intent and his guidance as it impacts on the planning, preparation, and execution of each mission. Most battle captains will say all they are told is, "Don't call out the reserve, and wake me if something important happens." While for some leaders this may literally be true, and for others such statements are "tongue in cheek," the proactive battle captain will collect and record the commander's guidance that is continually given daily. Not only must the battle captain collect this guidance, but he must also get clarification



for any portion he does not understand. The clarified guidance must also be passed to subordinates.

#### TECHNIQUES:

- a. To ensure that the battle captain understands upcoming operations, have him sit through key portions of the planning process (mission analysis brief, course-of-action decision brief, war-gaming, OPOD issue).
- b. Commander's critical information requirements (CCIRs) may be formalized in writing or may be picked up in his verbal guidance or interpreted by listening to questions he frequently asks. In the latter two cases, an astute battle captain can capture the CCIR and ensure that the wheels are set in motion to meet those requirements.
- c. If the battle captain doesn't know, but thinks he needs to know, he must ask!

A knowledgeable, savvy battle captain can and should be a force multiplier by ensuring effective and integrated action in the command post. The greatest contribution the battle captain makes is in anticipating events and setting conditions for success of the task force. [CALL CTC Bulletin, 95-4, Chap 1]

- LL - The commander must plan and rehearse his own position and movement on the battlefield as carefully as is done for the overall TF plan. He must be forward to personally see critical points in the battle, yet protected in order to survive. [CALL Compendium, Vol 1: Heavy Forces, Fall 1988]
- LL - Commanders do not always have a clear vision of the battlefield because reports are either untimely or staff members do not seek and compile the critical information the commander needs to make his assessment. Battle tracking is an integrated staff effort at the command post. The key person in charge of the shift, the Battle Captain, must be able to manage the information flow in the command post and integrate all elements to track the battle. Units will succeed in this task if they take the time to establish an SOP for what information is required, how it is received, tracked within the command post, and then distributed. If units establish a battle-tracking system that corresponds with critical information requirements for the commander, chances of mission success will greatly improve. [Combat Training Centers (CTCs) Bulletin No. 94-1, p. 5]
- LL - SIGNAL OPERATIONS AND COMMUNICATIONS  
Brigade commanders, staffs, and battle captains must fully understand signal support systems communications architecture and capabilities to effectively use signal

operations as a combat multiplier. To orchestrate and synchronize command and control efforts, brigade and battalion commanders and their staffs must be educated on communications, command and control architecture, and capabilities. This will enhance the brigade task force's ability to effect staff coordination and planning, execution, and information management. This education should emphasize all types of communications systems available to the brigade task force how they are doctrinally employed and how to best integrate them into the brigade task forces information management system. According to FM 100-5, signal operations must provide "reliable signal support systems to enable the commander to conduct operations at varying operational tempos." Further, "Signal planning increases the commander's options by providing the requisite signal support systems to pass critical information at decisive times, thus leveraging and exploiting tactical success and facilitating future operations." This creates an implied task for commanders and staffs at all levels to understand and to be involved in planning and synchronizing the communications architecture required to ensure mission success. Signal operations in support of Joint/Combined arms integration and command and control is becoming increasingly complex. Signal officers have the critical task to orchestrate this complex communications architecture and present it in understandable terms to commanders and staffs. They have the responsibility to know how to use individual and unit communications equipment and understand the communications architecture to effectively use it as a combat multiplier. [CALL CTC Bulletin No. 94-1, "Lessons and Information," p. 7]

LL - We seldom practice deception or OPSEC.

**TECHNIQUE:** Make deception a "priority," i.e., provide command emphasis.

- Not integrated nor synchronized across the battlefield operating system (BOS) spectrum.

**TECHNIQUES:**

- a. Start building deception and OPSEC with mission analysis.
- b. Ask the following questions:
  - 1) What does the enemy expect us to do?
  - 2) What do we want the enemy to believe we are doing?
  - 3) What can we do to convince the enemy to believe our deception plan?
  - 4) Can we use an alternate course of action as our deception plan?

- 5) How can our reconnaissance/counter-reconnaissance efforts assist the deception plan?
  - c. Build dummy positions to lure enemy special purpose forces (SPF) teams in and then destroy them.
  - d. Resource the deception force to accomplish its mission.
  - e. Reflag units to hide unit boundaries.
  - f. Send false radio traffic; use smoke, engineers, mockups, PSYOP to support the deception. [CALL CTC Bulletin No. 95-4, Chap 5]
2. **The brigade commander and staff support synchronization by acquiring, evaluating, and communicating information and maintaining status.**

LL - BATTLE TRACKING

The optimum TOC is one that affords the TF commander the means to make a tactical decision without asking a single question.

LESSONS:

- Minimum critical information (MCI) that should be tracked in the battalion TOC (both friendly and enemy forces) includes: relative combat power, unit locations, obstacle overlay, execution matrix, task organization, and personnel status.
  - Information boards need to be updated (at a minimum) every four hours.
  - Have a designated individual track MCI.
  - Conduct formal shift change briefs in the TOC. This process forces information updates and sharing.
  - Logs and journals (DA 1594s) are excellent tools for details and historical purposes. However, consider adding a "significant activities" board in the TOC to share information. This should display significant activities of all the battlefield operating systems in the TOC. [CALL, "News from the Front,"]
- LL - Situation assessment is not something you do just during mission analysis. It must be a continuous activity to avoid delays in comprehending important changes and events and to maintain the ability to respond rapidly. A good understanding of the situation is a start point for all staff operations. [The Center For Army Lessons

Learned (CALL) Newsletter No. 90-8: Special Edition: Winning In The Desert II, p. 24]

LL - All uncertainties as to enemy status and responses, friendly capabilities and successes, terrain conditions, etc., should be resolved or reduced if possible, given the time available. If they cannot be resolved, then they must be treated as uncertainties - not assumed away - and contingencies considered for the most likely branches. [The Center For Army Lessons Learned (CALL) Newsletter No. 90-8: Special Edition: Winning In The Desert II, p. 25]

LL - Battles are won and lost on the basis of errors. Commanders and staffs must be on the constant lookout for flaws in concepts, omissions in synchronization, and errors in critical estimates. Follow these guidelines for eliminating errors:

- \* Reflect on what is being done and why.

- \* Make a rough first guess for comparison to calculations.

- \* Have others check critical work.

- \* Check for consistency in estimates, concepts, and orders.

- \* Make sure that your message is understood.

- \* Follow good sleep discipline.

- \* Watch for waning concentration and automatic behavior. [The Center For Army Lessons Learned (CALL) Newsletter No. 90-8: Special Edition: Winning In The Desert II, p. 26]

LL - TOCs should:

- \* Track the Battle. This consists of monitoring current location, activity, and combat power of task force elements and monitoring the progress of adjacent and supporting units and updating templates.

- \* Analyze Data. The TOC must analyze all incoming reports from the company/teams, other task force elements, higher headquarters, adjacent units, and supporting units. After the TOC analyzes these reports they pass the results to the task force commander and recommend any changes to the present course of action.

- \* Plan for future operations. The significant activity in adjacent and higher units or receipt of the warning order initiates planning. The TOC staff must immediately begin to consider possible courses of actions, probable enemy actions, support

requirements, etc. The TOC must also initiate a task force warning order and ensure that the S1-S4 are immediately brought in on the planning.

- \* Disseminate information. The TOC should keep the battalion/task force informed of any action or development that might influence the battle. One technique is to provide an intel summary from analyzed reports off the O&I net. This summary should be concise and should be given periodically over the battalion net. This summary could also be used to inform higher headquarters.
- \* The TOC must be able to break-down, move, and set-up quickly and with the minimum disruption to its operation.
- \* The TOC must be able to write and produce overlays in the field under all conditions. [NTC Lessons Learned, CALL Bulletin No 4: Command and Control System]

LL - Staff integration in planning, preparation, and execution of missions continues to be a challenge. Each staff member must actively participate in mission analysis, COA development, analysis and comparison, war-gaming and orders production. Each staff officer and LNO must properly advise the staff to ensure the proper employment of his assets as well as the focusing of combat power. Units should establish planning and TOC operational procedures that promote staff cross-talk. Information sharing must occur during the execution phase to ensure accurate battle tracking. Staff members need to work together to analyze information and provide updated estimates to the staff and commander to support the current battle and plan for future operations. Every staff member should continuously assist the S2 with the intelligence preparation of the battlefield (IPB). [CALL CTC Bulletin No. 93-4, p. 9]

### 3. The brigade commander visualizes the battlefield.

LL - Do not underestimate your opponent. At the outbreak of conflicts, there is a common tendency to underestimate the opponent's military abilities. At the beginning of the U.S. Civil War, both soldiers thought they could win quickly and easily. In many training exercises, U.S. planners seem to assume that because the opponent is culturally different, not a world power, or technologically inferior, he will be easy to defeat. After the enemy is more successful than anticipated, then it is common to overestimate his capabilities. Maintain a realistic, balanced perspective on enemy capabilities. Plan ahead. The reality of violent combat can cause commanders and staffs to concentrate on just the immediate battle. This is especially true if operations do not go exactly as planned. Yet most of our potential adversaries fight in echelons, and, in a fast-paced battle, we must be preparing to meet the second echelon while fighting the first. Eliminate future surprises by planning for the next battle during the current fight. See the entire battlefield. Under stress it is more comfortable to narrow your focus to your immediate control and within your own

boundaries. What is happening on your flanks and rear is critical to accomplishing your mission. The support you might get from the flanks and from higher command could be critical to accomplishing your mission. Commanders and staffs must consider the bigger picture when planning and conducting their operations. Decide early, then plan in detail. After the concept of the operation has been decided, there is still much detailed planning to be done. Do not let the search for a perfect concept consume all your time and effort or use up time your subordinates need. Numerous CTC exercises have shown that a good workable concept, planned in detail, rehearsed, and well executed, is a winning strategy. Simple concepts, thoroughly planned! Making complex, tricky-to-execute plans is asking for trouble. Keep plans simple, but plan them in detail. Achieving synchronization depends on working out the time, space, and force details. Whenever possible, determine the criteria for key decisions in advance. For example, rather than simply ordering a unit to "withdraw before becoming decisively engaged," pre-establish the criteria for making the decision to withdraw. [CALL Newsletter No. 90-8, Special Edition, "Winning in the Desert, Tactics, Techniques and Procedures for Maneuver Commanders," pp 23-24]

**LL - Commanders must visualize the battlefield:**

- \* Study enemy order of battle, doctrine, and tactics. A thorough knowledge of the enemy will allow the commander to visualize enemy actions as certain cues are seen or reported.
- \* A thorough IPB to include verification of the situation template by recon assets will add to the mental picture.
- \* Detailed, yet concise reports from trusted agents or subordinates regarding both friendly and enemy movements or activities throughout the course of the battle is a necessity.
- \* The unit tactical operations center must forward concise reports to the commander on information gained from higher and adjacent units. This must include both friendly and enemy activities
- \* Personal reconnaissance of the battlefield must be done for each new mission regardless of previous familiarity with the terrain. [CALL Compendium, Vol 1: Heavy Forces, Fall 1988]

**LL - What Battle Command Means**

Battle command is the "art of battle decision making, leading, and motivating soldiers and their organizations into action to accomplish missions. (It) includes visualizing (the) current and future state, then formulating concepts of operations to

get from one to the other at the least cost.”<sup>3</sup> For commanders to visualize the current and future state and then make the right decisions in battle, they must practice something called seeing the battlefield. That is, they must continually see the enemy, see the terrain, see themselves, and understand the relationship of the three. Upon that basis, they then make effective decisions and supervise their execution. This sounds deceptively simple, just as it was described by Sun Tzu in 400 BC: “Know the enemy, know yourself; your victory will never be endangered. Know the ground, know the weather; your victory will then be total.”<sup>4</sup> However, executing battle command is an extremely complex and difficult task. As the Army's keystone doctrinal manual, FM 100-5, states, leaders “must assimilate thousands of bits of information to visualize the battlefield, assess the situation, and direct the military action required to achieve victory. Thinking and acting are simultaneous activities for leaders in battle. Visualizing the battlefield is a continuing requirement for commanders.”

Battle command is really the art of command, based on intuition that comes from years of practice, experience, and study. It means seeing, or visualizing, the current state of both friendly and enemy forces; seeing and feeling the terrain of the battle space with all its nuances; and visualizing how the three will interact as a result of key decisions. Then soldiers must be led and motivated to accomplish the commander's intent. Machines are highly suited for the task of seeing and keeping track of friendly forces, the enemy, and the terrain. Machines can also help the commander see the interrelationship of the three through automated war-gaming and rehearsals. This liberates the commander to concentrate on making decisions and leading and motivating soldiers. Machines should be used to complement the commander's intuition and free him up to practice the art of battle command, but it will assist only if the machines actually simplify the commander's job. [CALL, CTC Bulletin, 95-11, Chap 4 and 5]

#### **LL - Battle Command at the NTC**

From my observations at the NTC, and from the observations of many other senior observer/controllers (O/Cs), commanders of task forces and brigades frequently have great difficulty exercising effective battle command. They have difficulty gaining and maintaining situational awareness seeing the enemy, seeing the terrain, and seeing themselves. Commanders and staffs rely upon the time-tested methods of the Industrial Age: written and oral reports, radio and telephone communications, key subordinates, and personal observations. All these methods are vulnerable to the fog of war and the friction of the battlefield. They present the commander and his staff with problems, sometimes critical problems, of timeliness and accuracy. Reports are incorrect, misinterpreted, or lost. The commander also faces the age-old dilemma of how to divide his time between personal contact with subordinates and personal participation in his own, and his bosses', planning and preparation processes. Moreover, what he is able to sense from personal observations is limited (or

enhanced) by his own experiences and intuition. Much personal and unit energy is normally expended by the average outfit in gaining and maintaining essential situational awareness.

For example, commanders have great difficulty sensing where the enemy is, and what his condition and intentions are, using current methods. Again, they must rely on written and oral reports, with all their imperfections, and limited radio and telephone communications, to augment their own observations and intuition. Their key subordinates, such as scouts or the S3 at another location, are limited by what they can see, assisted by the relatively limited 20th-century technology available. The young, usually inexperienced task force S2 and his two or three man section work themselves into the ground trying to gain enemy situational awareness. Failure to conduct thorough, focused reconnaissance and surveillance is normally the first weakness. But intelligence staffs are also hamstrung by communications based on weak, inadequate radios and observation of the enemy based on little more than binoculars in the hands of the scouts. They are also hampered by inadequate personnel to compile the proper reports in the middle of the night and ask the key incisive questions about a fleeting enemy. Thus the commander frequently goes into battle with a poor picture, at best, of the enemy, his situation, and intentions.

Commanders also frequently have a very poor understanding of the terrain on which they will have to fight. They are not able to adequately see the key and decisive terrain beyond the most obvious features on the battlefield. Maps assist to some extent but are often limited by an inadequate contour interval and the age and accuracy of the data. Even when personal reconnaissance and subordinate reports are able to fill in the missing information, commanders have an extremely hard time sharing that critical information with their subordinates. Often, critical terrain information from reconnaissance is gathered too late in the preparation process to affect the outcome of the fight. Commanders frequently issue initial planning guidance at a command post and then stay there to assist with planning and preparations, only to become bogged down in situational awareness problems. Then, when they are able, they depart late in the process to conduct personal reconnaissance, only to find that the ground looks significantly different than it did on the map. Fields of fire shrink; fighting positions become untenable. Commanders and staffs may then be left with the right plan for the wrong terrain, relying on hope as the only remaining method for victory.

Additionally, they have difficulty seeing themselves, or gaining timely, accurate awareness of where their units are, their condition and status, and their ability to accomplish given missions. The commander must know where his subordinates are and what they are doing; and he must know what their logistics and maintenance status are, as well as what they are projected to be by the time he has to join the fight with them. Command posts and their staffs frequently struggle to maintain the current readiness status of subordinate units using monotonous periodic reports sent



by FM radio or delivered by hand. Timeliness of reports often comes to be regarded as more important than the quality of the information therein, and commanders, therefore, continue to plan with sometimes useless data. The frequent result is a plan that becomes nearly inexecutable because unit status (e.g., number of operational combat vehicles, number of antitank mines on hand, status of TOW missile rounds, etc.) is different at execution time than it was when the planning occurred.

Finally, commanders and their staffs demonstrate great difficulty in visualizing the interrelationship of the enemy, the terrain, and themselves, even if they have a decent picture of the three individually. The main obstacles to the visualization process can normally be grouped under the headings of: commander's limitations, distracters, and unprepared staffs. The visualization process is normally conducted through some form of war-gaming. Sometimes commanders suffer from inadequate training, education, experience, or intuition. They are not sure what to do, and they have an insufficient intuitive base from which to visualize the battle. By the same token, lack of time and focus also hamper the process of war-gaming as staffs and commanders encounter many distracters. Some of these distracters come from meetings and planning sessions with others. Other distracters include the very process of trying to determine ground-truth situational awareness, trying to see the enemy, see the terrain, and see themselves, that takes so much personal and unit energy. Finally, when commanders and staffs are able to devote adequate time and energy to the process, they frequently lack the tools necessary to visualize the battle. Staffs also often lack the necessary training and experience to intuitively know what to do. [CALL CTC Bulletin 95-11, Chap 4-5]

**4. The brigade commander directs changes to the operation or plan.**

LL - Immediately after the commander issues the order, his subordinates backbrief the commander on their tentative concepts of operations. If these are in line with the commander's intent, his subordinates understand the order. If not, the commander clarifies the plan. Ensure that all slice elements backbrief. [CALL Compendium, Vol 1: Heavy Forces, Fall 1988]

LL - The following procedures warrant special consideration:

- \* Warning orders enjoy greater emphasis.
- \* Units must routinely move without the presence of commanders. They must train to this requirement.
- \* To the maximum degree possible, commanders and staffs should go forward to issue orders. This buys critical time for subordinate commanders.

\* Don't drive when you can fly. Maximum use should be made of aviation assets to buy commanders time. This is true at all levels of command. [The Center For Army Lessons Learned (CALL) Newsletter No. 90-8: Special Edition: Winning In The Desert II, p. 23]

- LL - Send multiple warning orders to maximize subordinate planning and preparation time. [CALL Newsletter No. 93-3: The Battalion And Brigade Battle Staff, p. 3]
- LL - MILITARY DECISION-MAKING PROCESS/TASK RECEIVED

**OBSERVATION:** Commanders and staffs must optimize available time by providing subordinates information to begin planning and preparing for the mission.

**DISCUSSION:** During the MDMP the commander and staff receive and develop information that is useful to subordinates. To aid subordinates in planning, the commander and staff provide information as frequently as possible, maximizing the subordinate's planning and preparation time. The commander and staff send warning orders at key times during the MDMP to provide subordinates planning information. Send the first warning order once the mission is received from the higher unit. Provide subordinates the type, time, and location of operation. This allows subordinates to begin planning and managing available time, begin preparing necessary equipment, and begin conducting rehearsals and battle drills. Send the second warning order after the commander and staff have analyzed the mission. Provide as much new information as possible (restated mission and tasks); include any specific instructions that subordinates need to aid them in organizing their planning and preparation time. Send the third warning order after the commander has decided the course of action and has developed a concept of operation. With a course of action selected, tell subordinates the task organization and their specified tasks. By providing the task organization, units can begin cross-attaching and coordinating changes in support. Provide subordinates with copies of draft operational graphics and a brief explanation of the concept of operation if time is available. This allows them to begin parallel planning while the battalion or brigade operations order is developed. Parallel planning is a technique similar to multiple warning orders. Parallel planning allows subordinate commanders and staffs to plan and prepare while the higher staff produces their plan. This would prevent planning sequentially, with the subordinate commander receiving the higher commander's order before beginning to plan. By parallel planning, subordinate units have more available time because they receive information earlier than they would during sequential planning. During parallel planning, the higher commander provides subordinate commanders his concept of the operation and details of the plan as soon as they are developed. This is done best by the commander meeting and quickly briefing his subordinates. Help subordinate commanders plan quickly by giving them a detailed warning order prior to the operations order briefing. Parallel planning conserves time for all echelons but demands close coordination between

commanders and staffs. Even after the commander has met with subordinate commanders, the brigade and battalion must maintain close contact during planning. If not, the brigade may change the concept, and the battalion will produce an erroneous order. [CALL Newsletter No. 93-3, "The Battalion and Brigade Staff," p. 1-2]

## LL - TIME MANAGEMENT

"You can ask me for anything you like, except time." NAPOLEON

**OBSERVATION:** Commanders and staffs must analyze and plan the use of available time in detail and not waste planning and preparation time.

**DISCUSSION:** A significant problem commanders and staffs face during the MDMP is time management. Though time is very valuable, it is often wasted by poor management, leaving little time for effective preparation. To have time to accomplish all the tasks during preparation, commanders and staffs must organize, plan, and manage their available time. Identified as part of the commander's planning guidance, the analysis of time begins as the mission is received. Once the commander receives his mission, he begins a METT-T analysis, including an analysis of time. Problems begin when the commander's, or commander's and staff's, analysis consists only of determining their planning time (one-third available time). This is only a partial analysis and does not enable the commander to determine how much time he has to conduct each step of the MDMP or prepare for mission execution. Using the "one-third or one-fifth" rules to manage time only serves to determine the impact on subordinate commanders' time, which is necessary, because only the commander can preserve subordinate commanders' time. A technique to efficiently analyze and manage time is to develop a planning and preparation timeline which becomes part of the time plan. The timeline identifies the time for planning and preparation tasks, beginning when the unit receives the mission and ending when the unit executes the mission. During planning, the commander and staff develop and refine the timeline by listing the tasks they will conduct or must track.

By developing the timeline, the commander has an appreciation of the amount of time available for him and his subordinate commanders. The timeline shows the commander and staff using 10 1/2 hours (from mission receipt to end of order plus brief back and rehearsal time) of the available 37 1/2 hours, providing the majority of available time to subordinates for planning and preparation. Beginning with receipt of the mission, the staff develops an initial timeline, identifying on a chart the times for known events using the reverse planning sequence. At this point, all that can be listed is mission receipt time, mission execution time, the one-third time point (planning time), and light data. The XO continues to develop the timeline by identifying the estimated time the staff will assemble to prepare their situation

updates, analyze the mission, and brief the commander. To develop the timeline further, the commander and staff need to know how long it takes to conduct each planning task. This information is obtained only by training on the MDMP. The commander determines the amount of time the staff will spend on course of action analysis, war-gaming, and the time of the decision brief. These events are added to the timeline so the staff can plan their own time while developing their estimates. The commander and staff identify tasks to be accomplished during preparation, while they develop the plan. These tasks are added to the timeline with the responsible person or organization. The TOC then tracks the status of the task for the commander. By adding preparation tasks to the timeline, the commander and staff can synchronize the preparation effort. [CALL Newsletter 93-3, "The Battalion and Brigade Staff," p. 9-11]

#### LL - PREPARE PLAN/ORDER/FRAGO

**OBSERVATION:** Commanders and staffs must be organized and prepared to produce operations orders quickly.

**DISCUSSION:** Through preparation and organization, commanders and staffs can significantly decrease the time required to prepare operations orders. This begins during training and the development of standing operating procedures on how the staff produces an order. When the commander provides his planning guidance, he specifies the type of order he wants issued. He decides by considering the amount of time available and the capabilities of the staff. Based on the decision, the staff implements the SOP for that type of order.

#### **PREFORMATTED ORDERS**

If the commander decides producing a written order is necessary, the staff speeds its production by using a preformatted order. The preformatted order is based on the five-paragraph operations order, but is designed for the way the battalion/brigade presents its order. For example, the unit may add matrices (execution, synchronization, fire support, logistical support, or medical support) to augment each paragraph and better explain portions of its plan. With the basic format prepared, the staff fills in the blanks to complete the order.

#### **ORGANIZING REPRODUCTION**

The organization of reproduction and the unit's reproduction process can further speed the MDMP. If a written or matrix order is produced, requiring the staff to complete separate portions, then centralize the collection of the staff's completed portions. Designate a member of the staff to collect, organize, review quality, and present all completed portions of the order to the S3. The order is then given to the commander to review and approve. Once approved, the completed order is

reproduced. Organizing production ensures that a complete order is reproduced as quickly as possible. The actual reproduction also needs to be centralized. The operations sergeant identifies someone to be responsible for reproduction and provides him with a work area. Select someone other than the person responsible for compiling the order because the reproduction NCO will often have to work simultaneously with the person compiling the order while sections of the order are being published. Often the reproduction NCO receives the order from the person collecting the order, who may give it to him in sections rather than wait for the order to be completed before reproduction. Whether he receives the order together or in sections, he reproduces and collates the entire order before it is disseminated. Centralizing order reproduction under the control of one person will initially require a great deal of work, but it ensures that sections of the order are not lost. When selecting a location for reproduction, consider the equipment necessary and the amount of distraction it will cause the staff. Place the reproduction area outside of the TOC so that the staff can continue to coordinate and the TOC can operate without distraction. Using a mimeograph machine or photocopier within the TOC will take up space and distract the staff from its preparations. Place the reproduction area in a tent or a built-up truck or trailer (in heavy units) so it can operate at night with interior light. This will also provide enough room for the person reproducing the order. Although moving the reproduction area away from the TOC requires extra equipment, it benefits the staff in its effort to prepare for the mission. [CALL Newsletter 93-3, "The Battalion and Brigade Staff," pp 24-25]

#### LL - APPROVE PLAN/ORDER/FRAGO

**OBSERVATION:** Commanders must approve the order after changes have been made by the staff.

**DISCUSSION:** A common problem for commanders and staffs is that the commander does not review and approve the operations order after it has been prepared. Additionally, commanders realize portions of the order do not meet their approval when they hear it during the orders brief. They then attempt to correct the order during the briefing, which confuses subordinate commanders and wastes time. This problem is easily solved by the commander providing clear detailed planning guidance and remaining close to the staff during planning. The commander who is involved with planning from the beginning will not be surprised by the order during the briefing. The solution for the commander who cannot remain close to the staff is to allocate time to approve the order. The commander must review the order with the S3 and have the staff available to clarify details prior to the order being produced (or if that is not possible, prior to the order briefing). By reviewing and then approving the order, the commander can be certain that his intent is clearly communicated.

**LESSONS:** Commander: Provide clear and detailed planning guidance, and remain close to the staff during the MDMP. Commander: Allocate time to review and approve the order before it is reproduced and briefed. [CALL Newsletter 93-3, "The Battalion and Brigade Staff," pp 27-28]

LL - ISSUE PLAN/ORDER/FRAGO

**OBSERVATION:** Commanders and staffs should not take excessive time briefing operations orders.

**DISCUSSION:** The order briefing is an event that, if not practiced and organized, takes an exorbitant amount of time. The commander and staff can make the briefing quick and clear by reducing distractions, sequencing the briefers, and using graphic aids. The commander selects the location of the operations order brief and can reduce distractions by his decision. However, his practical options are to brief at a vantage point or at the tactical operations center (TOC). When possible, the commander presents the order at a vantage point. This helps subordinates understand the order by decreasing distractions and by viewing the terrain as the operation is explained to them. If a vantage point is selected, use the terrain to your advantage by first arranging maps and overlays so they don't obstruct the audience's view of the area of operation. Second, begin the order brief by orienting everyone to key terrain features. And third, identify a key piece of terrain when it is mentioned during the order briefing, both on the map and in the area of operation. If the commander decides to give the briefing in the TOC, prepare the briefing area to reduce distractions. Clear the TOC to provide room for the staff to brief and to fit all attending subordinates. In a heavy unit, ensure that all vehicle ramps are up and radio operators use head sets to reduce radio volume. Shut down vehicles and generators or sandbag generators to silence them as much as possible. All of these precautions will allow the commander and staff to give the order with limited noise. To speed up and better explain the order, organize the staff in a sequence to follow the order format. The commander determines whether to issue the written order before or after the briefing because there are advantages and disadvantages to both methods. If provided before the order, a subordinate commander can give it to an assistant or LNO to return to the company or TOC. The staff can then begin its preparations. However, the written order can also become a distraction when subordinates attempt to read it during the briefing.

The commander controls the audience, limiting questions and stopping questions that will distract from the briefing. Although the commander gives his intent during the briefing, he reviews it to provide detailed guidance to each subordinate. The commander expresses his intent by repeating specific tasks and purposes for subordinates and emphasizing the results. The commander then ties each task together in sequence to explain how he expects to accomplish the mission. By addressing each subordinate, the commander ensures that each one understands how

his mission relates to the commander's intent. Also, reviewing commander's intent at the end of the briefing will stimulate questions.

"Whenever possible, subordinate leaders should receive their orders face to face from their commanders on the ground chosen for the operation." FM 100-5 [CALL Newsletter No. 93-3, "The Battalion and Brigade Staff," pp. 29-30]

5. **The brigade commander directs and leads subordinate forces.**

- LL - Brigade commanders and staffs must schedule rehearsals to allow subordinate units time to complete their orders process. Avoid the temptation to force subordinates to pay the price for the brigade to have a "convenient" time for the brigade rehearsal.

TTP: Commanders ensure that subordinates understand their intent and specific taskings by conducting an almost immediate backbrief after the order is issued. Rehearsal times are included in the order's coordinating instructions paragraph. Brigade rehearsals are scheduled to allow subordinates at least one-third of the available time to plan before they come to the rehearsal. [CALL CTC Bulletin No. 93-4, p. 16]

LL - TOPIC: EFFECTIVE REHEARSALS

**DISCUSSION:** An effective rehearsal is one that allows each subordinate unit commander and brigade staff officer the opportunity to visualize the battlefield as it will be during the conduct of the operation. This includes the spatial relationship of each unit, critical actions on the battlefield, the timing of key events, the criticality of his unit or action to mission accomplishment, and actions of the enemy forces facing the brigade. Effective rehearsals begin with a complete, wargamed plan or order. Clear statements of mission, commander's intent, schemes of maneuver and fire support, tasks to subordinate units, and coordinating instructions set the stage for the rehearsal. War-gaming during the planning process enables the staff to develop a synchronization matrix and a decision support template. This war-gaming yields the requirements for subordinate unit actions (task and purposes) and determines the criteria to implement changes to order (decision point criteria). Practicing the execution of these tasks, ensuring that they accomplish the stated purposes, and practicing the implementation of planned changes are requirements for all rehearsals. The commander may designate critical events he wishes to rehearse if resource constraints do not allow a complete rehearsal. The most effective type of rehearsal is a full-dress rehearsal, but time and other resources often prevent the unit from accomplishing the full-dress rehearsal. At the brigade level, the complexity of operations often dictates multiple rehearsals, often using different techniques. For example, an offensive mission may call for a brigade terrain model rehearsal, followed by a key leader breach rehearsal, followed by a radio (technical) rehearsal of fire support. [CALL CTC Bulletin No. 93-4, p. 18]

LL - TOPIC: BATTLEFIELD OPERATING SYSTEMS (BOSs) INVOLVEMENT

**DISCUSSION:** A combined arms rehearsal is more effective than a maneuver, or even a maneuver and fires rehearsal. The brigade subordinate unit commanders need to "see" their relationship to each other as the battle unfolds. The effects on the battlefield need to be replicated in accordance with the plan and the assumptions about the enemy. Timing and spatial relationships are practiced during the rehearsal, and discrepancies are resolved.

TTP: Each subordinate unit commander "plays" himself and the subordinates in his unit. The rehearsal is just that - each subordinate acts out his unit's actions as they will occur in accordance with the brigade and his plans. When possible, each gives the report he expects to give at the appropriate time; the commander should rehearse giving the orders he expects to give as appropriate. Fire support may be rehearsed with the subordinate battalion and company FSOs rehearsing their planned fire missions at the appropriate time and place. Enemy events and a general chronology of critical friendly events trigger actions at the rehearsal. The sequence should usually be enemy actions, acquisition of these actions and the subsequent reports, friendly maneuver actions, and friendly fire support actions. As applicable, engineer/chemical defense/ADA/CP actions and logistics support actions are also rehearsed. War-gaming should occur only when a shortfall in the plan is discovered; otherwise, rehearse the approved plan. [CALL CTC Bulletin No. 93-4, p. 17]

LL - SYNCHRONIZATION

Synchronization is the most difficult element to rehearse on the combined arms battlefield.

GOOD REHEARSAL - SYNCHRONIZATION

Successful combined arms operations are characterized by agility, initiative, depth, and synchronization. Of these, one of the most difficult to attain and achieve is synchronization. Different systems available to the commander have different capabilities, and these differing capabilities must be brought to bear to achieve the desired effect. Synchronization is the effective integration of all participants in support of the plan. It is achieved through detailed planning and rehearsals. One technique is to use the reverse planning process. Another planning technique which supports synchronization is time or event phasing. When performed using a matrix, this planning technique assists the commander in bringing together the various divergent assets available at the proper time. The chance units which have the degree of personnel turbulence experienced in the U.S. Army, is low. Rehearsals, at all levels, and of all tasks, are essential to ensure that all personnel know what the commander intends to accomplish and how he intends to accomplish it. Rehearsals



provide substance to the bare bones of the written or oral order and provide the foundation upon which effective synchronization is based. [CALL Newsletter No. 91, "Rehearsals," p. 17]

## **LL - MILITARY DECISION- MAKING PROCESS**

Commanders and staffs can assist their subordinates to understand the plan by conducting additional briefings and rehearsals. Back briefs, confirmation briefs, and rehearsals conducted by the commander and staff assist subordinates in understanding the order.

### **CONFIRMATION BRIEF**

The commander conducts a confirmation brief with subordinates shortly after the operations order briefing. During the confirmation brief, subordinates tell the commander what their mission is. The commander provides subordinates time to analyze their mission while they are still at the order brief. Then subordinates brief him on their mission, tasks, and their understanding of his intent. If there are misunderstandings, the commander corrects them before the subordinate commander begins planning.

### **BACKBRIEF**

After subordinate commanders have had time to develop their plans, they meet with the commander collectively to review their plans. The subordinate commanders brief the commander on the details of how they will accomplish their mission. It is beneficial for the commander to meet with all his subordinate commanders together, rather than one at a time. A commander will identify a problem that will require coordination with other commanders. If everyone is at the same location, the problem can be solved quickly while at the backbrief.

### **REHEARSALS**

The final event to emphasize and conduct to ensure that subordinates understand the plan is the rehearsal. The commander identifies the type of rehearsal during his planning guidance. There are seven types of rehearsals a commander can choose from: full, key leader, terrain model, sketch map, map, radio, and backbrief. His decision will depend on the amount of time and resources available. [CALL Newsletter 93-3, "The Battalion and Brigade Staff," p. 31-32]

- LL - Good communication is always difficult, but stress and fatigue will greatly increase misunderstandings. Just because something is very clear to you, do not assume that it is clear to everyone else. Double-check communication. Use backbriefs and rehearsals. Staff visits and follow ups also foster good communications and can keep problems from recurring. [The Center For Army Lessons Learned (CALL) Newsletter No. 90-8: Special Edition: Winning In The Desert II, p. 25]
- LL - The mental abilities required for effective C2 are those which first and foremost suffer from sleep loss. Sleep loss has been proven to decrease performance on tasks requiring calculations, creativity, anticipation, and planning ahead. While we all can recognize the physical signs of fatigue in us and others, we seldom recognize mental lapses. Do not judge your level of degradation by how well you can still perform physically. Although there is the temptation to remain awake through intense planning sessions and engagements, adequate sleep discipline is fundamental for maintaining the abilities to develop and adjust plans. Three to four hours of uninterrupted sleep each day will maintain mental performance only for five to six days. Less sleep will lead to rapid declines. [The Center For Army Lessons Learned (CALL) Newsletter No. 90-8: Special Edition: Winning In The Desert II, p. 25]
- LL - Do not let stress make the situation appear worse than it is. Be calm and confident during the fight. It is inevitable that you will make mistakes, and some may be costly. Let your mistakes make you a better soldier instead of a worse one. [The Center For Army Lessons Learned (CALL) Newsletter No. 90-8: Special Edition: Winning In The Desert II, Sep 90, p. 26]
- LL - Commanders must demand that key leaders discipline themselves to obtain a minimum level of rest. [CALL 89-1: Non-Mechanized Forces - Spring 89]

## **GATE TASKS**

This component identifies critical individual or collective tasks upon which each BF task identified in the task list is dependent. In order to ensure efficient and safe training of the major task, the participants should have achieved a level of proficiency or understanding in these gate tasks.

### **TASK**

### **INDIVIDUAL/COLLECTIVE PROFICIENCIES**

1. **The brigade command posts and staff manage and maintain command, control, and communications.**

#### **Bde Cdr**

- Implement operations security. [STP 21-II-MQS, 03-3711.12-0001]
- Implement MOPP. [STP 21-II-MQS, 04-5030.00-2013]
- Prepare for an NBC attack. [STP 21-II-MQS, 04-5030.00-2017]
- Supervise unit response to chemical or biological attack. [STP 21-II-MQS, 04-5030.00-2006]
- Supervise NBC decontamination. [STP 21-II-MQS, 04-5030.00-2020]
- Report casualties. [STP 21-II-MQS, 121-030-3534]
- Assist in site selection for command and control facilities to include splitting of CPs. [ARTEP 71-3-MTP, task 7-1-1501]
- Assist in planning for establishment/occupy/depart of assembly areas. [ARTEP 71-2-MTP, task 7-1-3002]
- Assist in and execute plan for medical assistance and evacuation for unit and staff personnel. [ARTEP 71-2-MTP, task 7-1-3912(8)]

#### **Bde XO**

- Implement operations security. [STP 21-II-MQS, 03-3711.12-0001]
- Implement MOPP. [STP 21-II-MQS, 04-5030.00-2013]
- Prepare for an NBC attack. [STP 21-II-MQS, 04-5030.00-2017]
- Supervise unit response to chemical or biological attack. [STP 21-II-MQS, 04-5030.00-2006]

- Supervise NBC decontamination. [STP 21-II-MQS. 04-5030.00-2020]
- Report casualties. [STP 21-II-MQS, 121-030-3534]
- Assist in site selection for command and control facilities to include splitting of CPs. [ARTEP 71-3-MTP, task 71-3-1501]
- Assist in planning for establishment/occupy/depart of assembly areas. [ARTEP 71-2-MTP, task 7-1-3002]
- Assist in and execute plan for medical assistance and evacuation for unit and staff personnel. [ARTEP 71-2-MTP, task 7-1-3912(8)]

**Bde S3 section**

- Implement operations security. [STP 21-II-MQS, 03-3711.12-0001]
- Implement MOPP. [STP 21-II-MQS, 04-5030.00-2013]
- Prepare for an NBC attack. [STP 21-II-MQS, 04-5030.00-2017]
- Supervise unit response to chemical or biological attack. [STP 21-II-MQS, 04-5030.00-2006]
- Supervise NBC decontamination. [STP 21-II-MQS. 04-5030.00-2020]
- Report casualties. [STP 21-II-MQS, 121-030-3534]
- Assist in site selection for command and control facilities to include splitting of CPs. [ARTEP 71-3-MTP, task 71-3-1501]
- Assist in planning for establishment/occupy/depart of assembly areas. [ARTEP 71-2-MTP, task 7-1-3002]
- Assist in and execute plan for medical assistance and evacuation for unit and staff personnel. [ARTEP 71-2-MTP, task 7-1-3912(8)]

**Bde S2 section**

- Implement operations security. [STP 21-II-MQS, 03-3711.12-0001]

- Recommend force protection countermeasures. [STP 34-35II-MQS, 01-3381.16-5003]
- Prepare for an NBC attack. [STP 21-II-MQS, 04-5030.00-2017]
- Supervise unit response to chemical or biological attack. [STP 21-II-MQS, 04-5030.00-2006]
- Supervise NBC decontamination. [STP 21-II-MQS. 04-5030.00-2020]
- Report casualties. [STP 21-II-MQS, 121-030-3534]
- Assist in site selection for command and control facilities to include splitting of CPs. [ARTEP 71-3-MTP, task 71-3-1501]
- Assist in planning for establishment/occupy/depart of assembly areas. [ARTEP 71-2-MTP, task 7-1-3002]
- Assist in and execute plan for medical assistance and evacuation for unit and staff personnel. [ARTEP 71-2-MTP, task 7-1-3912(8)]

**Bde S1 section**

- Implement operations security. [STP 21-II-MQS, 03-3711.12-0001]
- Implement MOPP. [STP 21-II-MQS, 04-5030.00-2013]
- Prepare for an NBC attack. [STP 21-II-MQS, 04-5030.00-2017]
- Supervise unit response to chemical or biological attack. [STP 21-II-MQS, 04-5030.00-2006]
- Supervise NBC decontamination. [STP 21-II-MQS. 04-5030.00-2020]
- Report casualties. [STP 21-II-MQS, 121-030-3534]
- Assist in site selection for command and control facilities to include splitting of CPs. [ARTEP 71-3-MTP, task 71-3-1501]
- Assist in planning for establishment/occupy/depart of assembly areas. [ARTEP 71-2-MTP, task 7-1-3002]

- Assist in and execute plan for medical assistance and evacuation for unit and staff personnel. [ARTEP 71-2-MTP, task 7-1-3912(8)]

**Bde SO and signal support section**

- Implement operations security. [STP 21-II-MQS, 03-3711.12-0001]
- Implement MOPP. [STP 21-II-MQS, 04-5030.00-2013]
- Prepare for an NBC attack. [STP 21-II-MQS, 04-5030.00-2017]
- Supervise unit response to chemical or biological attack. [STP 21-II-MQS, 04-5030.00-2006]
- Supervise NBC decontamination. [STP 21-II-MQS, 04-5030.00-2020]
- Report casualties. [STP 21-II-MQS, 121-030-3534]
- Provide communications support using FM voice communications. [STP 11-25II-MQS, 01-5704.04-9001]
- Manage secure voice communications system. [STP 11-25II-MQS, 01-5735.04-0001]
- Direct a net control station operation. [STP 11-25II-MQS, 01-5704.04-0003]
- Analyze battlefield spectrum management. [STP 11-25II-MQS, 01-5701.07-0003]
- Employ communications system of a maneuver brigade or battalion. [STP 11-25II-MQS, 01-5841.07.0001]
- Implement displacement of communications nodes. [STP 11-25II-MQS, 01-5754.04-0002]
- Implement communications system control element operations. [STP 11-25II-MQS, 01-5753.07-002]
- Manage network traffic routing. [STP 11-25II-MQS, 01-5710.07-002]
- Perform distribution management of communications variables for combat radio operations using battlefield communications electronics operating instructions (CEOI) system. [STP 11-

**25II-MQS, 01-5880.07-001]**

- Identify the data communications techniques used with tactical communications systems. [STP 11-25II-MQS, 01-5769.04-0001]
- Assist in site selection for command and control facilities to include splitting of CPs. [ARTEP 71-3-MTP, task 71-3-1501]
- Assist in planning for establishment/occupy/depart of assembly areas. [ARTEP 71-2-MTP, task 7-1-3002]
- Assist in and execute plan for medical assistance and evacuation for unit and staff personnel. [ARTEP 71-2-MTP, task 7-1-3912(8)]

**Bde FSCOORD/FSO/FSE section**

- Produce a high payoff target list. [STP 6-13F14-SM-TG, 061-284-4245]
- Prepare for an NBC attack. [STP 21-II-MQS, 04-5030.00-2017]
- Implement MOPP. [STP 21-II-MQS, 04-5030.00-2013]
- Supervise unit response to chemical or biological attack. [STP 21-II-MQS, 04-5030.00-2006]
- Report casualties. [STP 21-II-MQS, 121-030-3534]
- Assist in site selection for command and control facilities to include splitting of CPs. [ARTEP 71-3-MTP, task 71-3-1501]
- Assist in planning for establishment/occupy/depart of assembly areas. [ARTEP 71-2-MTP, task 7-1-3002]
- Assist in and execute plan for medical assistance and evacuation for unit and staff personnel. [ARTEP 71-2-MTP, task 7-1-3912(8)]

**DS MI Company Cdr**

- Select intelligence and electronic warfare operational sites. [STP 34-35II-MQS, 01-3381.04-4005]

- Develop an intelligence and electronic warfare scheme of maneuver. [STP 34-35II-MQS, 01-3381.04-5001]
- Plan employment of intelligence and electronic warfare (IEW) assets. [STP 34-35II-MQS, 01-3381.04-5002]

**HHC Cdr**

- Implement operations security. [STP 21-II-MQS, 03-3711.12-0001]
- Prepare for an NBC attack. [STP 21-II-MQS, 04-5030.00-2017] - Implement MOPP. [STP 21-II-MQS, 04-5030.00-2013]
- Supervise unit response to chemical or biological attack. [STP 21-II-MQS, 04-5030.00-2006]
- Supervise NBC decontamination. [STP 21-II-MQS, 04-5030.00-2020]
- Report casualties. [STP 21-II-MQS, 121-030-3534]
- Direct unit air defense. [STP 21-II-MQS, 01-0401.20-0001]
- Direct vehicle and equipment recovery operations. [STP 21-II-MQS, 03-4995.90-0010]
- Assist in site selection for command and control facilities to include splitting of CPs. [ARTEP 71-3-MTP, task 71-3-1501]
- Assist in planning for establishment/occupy/depart of assembly areas. [ARTEP 71-2-MTP, task 7-1-3002]
- Assist in and execute plan for medical assistance and evacuation for unit and staff personnel. [ARTEP 71-2-MTP, task 7-1-3912(8)]

**FSB Cdr and support operations center**

- Implement operations security. [STP 21-II-MQS, 03-3711.12-0001]
- Implement MOPP. [STP 21-II-MQS, 04-5030.00-2013]
- Prepare for an NBC attack. [STP 21-II-MQS, 04-5030.00-2017]



2. **The brigade command posts and staff support synchronization by acquiring, evaluating, and communicating information and maintaining status.**

- Supervise unit response to chemical or biological attack. [STP 21-II-MQS, 04-5030.00-2006]
- Supervise NBC decontamination. [STP 21-II-MQS, 04-5030.00-2020]
- Report casualties. [STP 21-II-MQS, 121-030-3534]
- Assist in site selection for command and control facilities to include splitting of CPs. [ARTEP 71-3-MTP, task 71-3-1501]
- Assist in planning for establishment/occupy/depart of assembly areas. [ARTEP 71-2-MTP, task 7-1-3002]
- Assist in and execute plan for medical assistance and evacuation for unit and staff personnel. [ARTEP 71-2-MTP, task 7-1-3912(8)]

**Bde Cdr**

- Communicate effectively as a commander or staff officer. [STP 21-II-MQS, Common Tasks, 03-9001.12-0003]
- Brief to inform, persuade, or direct. [STP 21-II-MQS, 01-9007.01-0250]

**Bde XO**

- Communicate effectively as a commander or staff officer. [STP 21-II-MQS, Common Tasks, 03-9001.12-0003]
- Brief to inform, persuade, or direct. [STP 21-II-MQS, 01-9007.01-0250]
- Direct command post and tactical operations center internal operations. [STP 21-II-MQS, 01-3761.00-1103]

**Bde CSM**

- Prepare situation report (SITREP). [STP 21-24-SMCT, Common tasks, task 071-332-5022]

**Bde S1 section**

- Communicate effectively as a commander or staff officer. [STP 21-II-MQS, 03-9001.12-0003]

- Brief to inform, persuade, or direct. [STP 21-II-MQS, 01-9007.01-0250]
- Perform wartime strength accounting. [STP 21-II-MQS, 03-0170.01-1005]
- Direct command post and tactical operations center internal operations. [STP 21-II-MQS, 01-3761.00-1103]

**Bde S2 section**

- Communicate effectively as a commander or staff officer. [STP 21-II-MQS, 03-9001.12-0003]
- Brief to inform, persuade, or direct. [STP 21-II-MQS, 01-9007.01-0250]
- Plan the IPB. [STP 17-12II-MQS, 01-3353.02-0090]
- Conduct intelligence liaison. [STP 34-35II-MQS, 01-3381.166-5001]
- Participate in the development of intelligence requirements. [STP 34-35II-MQS, 01-3381.01-5001]
- Direct the intelligence portion of the IPB process. [STP 34-35II-MQS, 01-3381.01-5002]
- Conduct battlefield area evaluation. [STP 34-35II-MQS, 01-3381.01-4012]
- Conduct terrain and weather analysis. [STP 34-35II-MQS, 01-3381.01-4013]
- Conduct threat evaluation. [STP 34-35II-MQS, 01-3381.01-4014]
- Participate in the threat integration process. [STP 34-35II-MQS, 01-3381.01-4015]
- Conduct situation development. [STP 34-35II-MQS, 01-3381.01-4016]
- Conduct target development. [STP 34-35II-MQS, 01-3381.01-4017]
- Prepare order of battle (OB) studies. [STP 34-35II-MQS, 01-3381.41-4015]
- Produce finished intelligence products from all-source information. [STP 34-35II-MQS, 01-3381.41-5003]
- Conduct all-source intelligence analysis. [STP 34-35II-MQS, 01-3381.41-4014]
- Analyze intelligence and combat information. [STP 34-35II-MQS, 01-

3381.39-4004]

- Direct recording and evaluation of information. [STP 34-35II-MQS, 01-3381.41-5001]
- Review current intelligence holdings to identify gaps. [STP 34-96B14-SM-TG, 301-336-2004]
- Supervise organization and maintenance of order of battle information. [STP 34-96B14-SM-TG, 301-336-2001]
- Coordinate targeting function. [STP 34-96B14-SM-TG, 301-336-4100]
- Develop doctrinal templates. [STP 34-96B14-SM-TG, 301-336-2200]
- Develop situation templates for each avenue of approach. [STP 34-96B14-SM-TG, 301-336-2250]
- Develop event templates based on situation templates. [STP 34-96B14-SM-TG, 301-336-2251]
- Develop event analysis matrix for each mobility corridor. [STP 34-96B14-SM-TG, 301-336-2252]
- Prioritize threat probable courses of action. [STP 34-96B14-SM-TG, 301-336-3250]
- Develop decision support template. [STP 34-96B14-SM-TG, 301-336-2100]
- Prepare intelligence reports and summaries. [STP 34-96B14-SM-TG, 301-336-3105]
- Supervise preparation of intelligence reports and summaries. [STP 34-96B14-SM-TG, 301-336-4050]
- Recording intelligence information. [ARTEP 34-245-10-DRILL, Intelligence Section, Drill 1]
- Perform IPB. [ARTEP 34-245-10-DRILL, Intelligence Section, Drill 2]
- Disseminate intelligence and combat information. [STP 34-35II-MQS, 01-3381.39-4005]
- Record intelligence and combat information. [STP 34-35II-MQS, 01-3381.39-4003]
- Direct analysis and dissemination of information. [STP 34-35II-MQS, 01-

3381.41-5002]

- Supervise preparation of written analysis of the battlefield area. [STP 34-96B14-SM-TG, Intelligence Analyst, 301-336-3100]
- Supervise receipt/transfer/storage of classified material. [STP 34-96B14-SM-TG, Intelligence Analyst, 301-336-3201]
- Disseminate intelligence reports and summaries. [STP 34-96B14-SM-TG, Intelligence Analyst, 301-336-3106]
- Present intelligence briefings. [STP 34-96B14-SM-TG, Intelligence Analyst, 301-336-3101]
- Briefing/transmitting by radio. [ARTEP 34-245-10-DRILL, Intelligence Section, Drill 5a]

**Bde S3 section**

- Communicate effectively as a commander or staff officer. [STP 21-II-MQS, 03-9001.12-0003]
- Brief to inform, persuade, or direct. [STP 21-II-MQS, 01-9007.01-0250]
- Direct command post and tactical operations center internal operations. [STP-21-II-MQS, 01-3761.00-1103]
- Prepare situation report. [STP 21-24-SMCT, 071-332-5022]
- Prepare an operations overlay. [STP 21-24-SMCT, 071-332-5000]

**Bde S4 section**

- Communicate effectively as a commander or staff officer. [STP 21-II-MQS, 03-9001.12-0003]
- Brief to inform, persuade, or direct. [STP 21-II-MQS, 01-9007.01-0250]
- Determine Class V (conventional) requirements. [STP 10-92ABDII-MQS, 01-4000.11-1111]
- Determine and verify water requirements for a unit. [STP 10-92ABDII-MQS, 01-5103.00-0030]
- Review road movement graphs and tables. [STP 10-76Z5-SM-TG Senior Supply Sgt,

101-522-5503]

- Evaluate Class IX performance. [STP 9-91 BCII-MQS, 01-4716.26-0002]
- Determine aircraft requirements to move cargo, equipment, and personnel. [STP 55-88 II-MQS, 01-7320.70-0460]
- Assess unit capabilities to support proposed operations. [STP 10-92ABDII-MQS, S3-5101.00-0229]
- Request host-nation transportation support. [STP 55-88 II-MQS, 01-7320.70-0480]
- Evaluate supply point operations. [STP 10-92ABDII-MQS, 01-5101.00-0194]
- Trace the flow of requests for and receipt of CL I, II, III, IV, V, VII and IX supplies and identify field services available to divisional units. [STP 10-92ABDII-MQS, S3-5101.00273]
- Coordinate real area protection plan. [STP 10-76Z5-SM-TG, 101-522-5523]
- Evaluate logistical procedures and provide technical assistance. [STP 10-76Z5-SM-TG, 101-522-5601]
- Review the flow of request for supplies and the subsequent return of supplies to the using unit. [STP 10-76Z5-SM-TG, 101-522-5506]
- Coordinate support of health services and casualty evacuation within division combat service support. [STP 9-91BCII-MQS, 01-8310.00-4105]
- Identify maintenance trends. [STP 9-91BCII-MQS, 01-4710.26-0004]
- Interpret maintenance reports. [STP 9-91BCII-MQS, 01-4730.27-0002]
- Assess unit capabilities to support proposed operations. [STP 55-88II-MQS, 53-5101.00-0229]
- Coordinate movement request processing. [STP 55-88II-MQS, 01-7310.70-0410]

**Bde FSCOORD/FSO/fire support element**

- Coordinate employment of FA meteorological and survey assets. [STP 6-13II-MQS, 01-2999.94-0107]

- Coordinate employment of FA target acquisition assets. [STP 6-13II-MQS, 01-2999.94-0103]
- Coordinate and request fire support from observers. [STP 6-13II-MQS, 01-284.00-2026]
- Direct the evaluation and dissemination of intelligence reports using tactical fire direction system (TACFIRE). [STP 6-13II-MQS, 01-2770.01-0114]
- Interpret threat organization and equipment. [STP 6-13II-MQS, 01-2660.00-2004]
- Analyze the formation or threat forces. [STP 6-13F-SM-TG, 061-284-4000]
- Pass fire support information of lower, adjacent, and higher FA elements. [STP 6-13F-SM-TG, 061-284-3046]
- Post information on a situation map/overlay. [STP 6-13F-SM-TG, 061-284-1011]
- Recommend and disseminate fire support coordination measures. [STP 6-13F-SM-TG, 061-284-4040]
- Retrieve artillery target intelligence by using the variable format message entry device (VFMED). [STP 6-13F-SM-TG, 061-277-4035]

**Bde SO/ signal support section**

- Communicate effectively as a commander or staff officer. [STP 21-II-MQS, 03-9001.12-0003]
- Brief to inform, persuade, or direct. [STP 21-II-MQS, 01-9007.01-0250]
- Analyze battlefield spectrum management. [STP 11-25II-MQS, 01-5701.07-0003]

**CMLO/NBC section**

- Communicate effectively as a commander or staff officer. [STP 21-II-MQS, 03-9001.12-0003]
- Brief to inform, persuade, or direct. [STP 21-II-MQS, 01-9007.01-0250]

- Identify operation and functions of chemical units and staffs. [STP 3-74II-MQS, S1-5060.02-2138]
- Direct command post and tactical operations center internal security operations. [STP 3-74II-MQS, 01-3761.00-1103]

**Bde Surgeon**

- Communicate effectively as a commander or staff officer. [STP 21-II-MQS, 03-9001.12-0003]
- Brief to inform, persuade, or direct. [STP 21-II-MQS, 01-9007.01-0250]
- Analyze division medical supply system. [STP 10-92ABDII-MQS, S1-8310.00-6006]

**Bde ALO**

- Communicate effectively as a commander or staff officer. [STP 21-II-MQS, 03-9001.12-0003]
- Brief to inform, persuade, or direct. [STP 21-II-MQS, 01-9007.01-0250]

**Bde AVLO**

- Communicate effectively as a commander or staff officer. [STP 21-II-MQS, 03-9001.12-0003]
- Brief to inform, persuade, or direct. [STP 21-II-MQS, 01-9007.01-0250]

**Bde NGLO**

- Communicate effectively as a commander or staff officer. [STP 21-II-MQS, 03-9001.12-0003]
- Brief to inform, persuade, or direct. [STP 21-II-MQS, 01-9007.01-0250]

**Bde ADO**

- Communicate effectively as a commander or staff officer. [STP 21-II-MQS, 03-9001.12-0003]
- Brief to inform, persuade, or direct. [STP 21-II-MQS, 01-9007.01-0250]
- Perform as ADA liaison officer. [STP 44-

14II-MQS, 01-0401.31-0019]

- Analyze air defense artillery perspective of terrain. [STP 44-14II-MQS, 01-0401.21-0002]
- Coordinate air defense artillery activities with battery/battalion staff. [STP 44-14II-MQS, 01-0401.21-0003]
- Perform intelligence preparation of the 3rd dimension battlefield activities. [STP 44-14II-MQS, 01-0401.31-0013]
- Analyze ADA perspective of terrain. [STP 44-14II-MQS, 01-0401.21-0002]

#### **MP Platoon Leader**

- Communicate effectively as a commander or staff officer. [STP 21-II-MQS, 03-9001.12-0003]
- Brief to inform, persuade, or direct. [STP 21-II-MQS, 01-9007.01-0250]
- Process captured material. [STP 21-II-MQS, 03-3711.13-0001]

#### **HHC Cdr**

- Communicate effectively as a commander or staff officer. [STP 21-II-MQS, 03-9001.12-0003]
- Brief to inform, persuade, or direct. [STP 21-II-MQS, 01-9007.01-0250]

#### **FSB Cdr/support operations center**

- Communicate effectively as a commander or staff officer. [STP 21-II-MQS, 03-9001.12-0003]
- Brief to inform, persuade, or direct. [STP 21-II-MQS, 01-9007.01-0250]

3. **The brigade commander visualizes the battlefield.**

#### **Bde Cdr**

- Solve problems using the military problem solving process. [STP 21-II-MQS, 03-9001.13-0001]

4. **The brigade commander directs changes to the operation or plan.**

#### **Bde Cdr**

- Solve problems using the military problem solving process. [STP 21-II-MQS, 03-9001.13-0001]



**Bde XO**

- Solve problems using the military problem solving process. [STP 21-II-MQS, 03-9001.13-0001]

**Bde S2 section**

- Solve problems using the military problem solving process. [STP 21-II-MQS, 03-9001.13-0001]
- Prepare the intelligence estimate. [STP 34-35II-MQS, 01-3381.41-4004]
- Prepare intelligence taskings. [STP 34-35II-MQS, 01-3381.39-4002]
- Prepare reconnaissance and surveillance plan. [STP 34-35II-MQS, 01-3381.06-4011]
- Select intelligence and electronic warfare operational sites. [STP 34-35II-MQS, 01-3381.04-4005]
- Develop an intelligence and electronic warfare scheme of maneuver. [STP 34-35II-MQS, 01-3381.04-5001]
- Plan employment of IEW assets. [STP 34-35II-MQS, 01-3381.04-5002]
- Plan reconnaissance operations. [STP 34-35II-MQS, 01-3381.44-5001]
- Participate in the development of the decision support template. [STP 34-35II-MQS, 01-3381.01-5003]
- Assist in preparing the intelligence annex. [STP 34-35II-MQS, 01-3381.41-4001]
- Direct asset management. [STP 34-35II-MQS, 01-3381.06-5001]
- Direct collection management operations. [STP 34-35II-MQS, 01-3381.06-5001]
- Supervise preparation of intelligence estimate. [STP 34-96B14-SM-TG, Intelligence Analyst, 301-336-3104]
- Recommend area of interest and operation based on METT-T. [STP 34-96B14-SM-TG, Intelligence Analyst, 301-336-4000]
- Recommend PIR/IR. [STP 34-96B14-SM-TG, Intelligence Analyst, 301-336-

3006]

- Prioritize avenues of approach according to size/directness/length. [STP 34-96B14-SM-TG, Intelligence Analyst, 301-336-2300]
- Determine air avenues of approach. [STP 34-96B14-SM-TG, Intelligence Analyst, 301-336-2301]
- Recommend AI and AO based on METT-T. [STP 34-96B14-SM-TG, Intelligence Analyst, 301-336-4000]
- Extract from collection plan information to be incorporated into the intelligence annex. [STP 34-96B14-SM-TG, Intelligence Analyst, 301-336-2003]
- Draft intelligence estimate. [STP 34-96B14-SM-TG, Intelligence Analyst, 301-336-2003]
- Prepare draft orders/request to support collection effort. [STP 34-96B14-SM-TG, Intelligence Analyst, 301-336-2002]
- Supervise preparation of written analysis of the battlefield area. [STP 34-96B14-SM-TG, Intelligence Analyst, 301-336-3100]
- Prepare intelligence annex to operations plan/operations order. [STP 34-96B14-SM-TG, Intelligence Analyst, 301-336-3103]
- Intelligence annex to the operation order. [ARTEP 34-245-10-DRILL, Intelligence Section, Drill 3]
- Brigade R&S planning. [ARTEP 34-245-10-DRILL, Intelligence Section, Drill 4b]

#### **Bde S3 section**

- Solve problems using the military problem solving process. [STP 21-II-MQS, 03-9001.13-0001]
- Perform a map reconnaissance. [STP 17-12II-MQS, 01-1250.00-0002]

#### **Bde S4 section**

- Solve problems using the military problem solving process. [STP 21-II-MQS, 03-9001.13-0001]

- Determine field locations for combat service support units. [STP 10-92ABDII-MQS, 01-9253.00-0003]
- Plan for airdrop of supplies. [STP 10-92ABDII-MS, 03-5102.02-0001]
- Plan transport by helicopter. [STP 10-92ABDII-MS, 01-7310.95-0415]
- Prepare command logistics plans, estimates, and orders. [STP 10-92ABDII-MQS, 03-5106.00-0166]
- Provide logistics input for the administrative or logistics order. [STP 10-76Z5-SM-TG, Senior Supply Sgt, 101-522-5403]
- Develop a concept of support for a brigade level combat operation. [STP 9-91 BCII-MQS, 01-9253.00-001]
- Plan logistics support for maintenance operations. [STP 55-88 II-MQS, 01-4720.26-0001]
- Plan evacuation of equipment. [STP 55-88 II-MQS, 01-4999-26-0001]
- Plan convoy operations. [STP 55-88 II-MQS, 01-7300.75-0500]
- Plan use of host-nation assets. [STP 55-88 II-MQS, 01-7320.70-0435]
- Plan highway net use. [STP 55-88 II-MQS, 01-7320.75-0535]

**Bde S5 section**

- Solve problems using the military problem solving process. [STP 21-II-MQS, 03-9001.13-0001]

**FSCoord/FSO/FSE section**

- Solve problems using the military problem solving process. [STP 21-II-MQS, 03-9001.13-0001]
- Advise maneuver commander on employment of available of fire support assets. [STP 6-13II-MQS, 01-2999.94-0106]
- Plan field artillery support of maneuver units. [STP 6-13II-MQS, 01-2999.94-0100]

- Recommend fire support coordinating measures. [STP 6-13II-MQS, 01-299.94.0101]
- Develop a FS plan to support an offensive Opn. [STP 6-13II-MQS, 01-2660.00-2008]
- Develop a FS plan to support a defensive Opn. [STP 6-13II-MQS, 01-2660.00-2009]
- Direct the establishment of a fire plan in the TACFIRE computer. [STP 6-13II-MQS, 01-2770.01-0115]
- Produce an attack guidance matrix. [STP 6-13II-MQS, 01-2840.00-2038]
- Produce a high-payoff target matrix. [STP 6-13II-MQS, 01-2840.00-2044]
- Advise supported units of friendly fire support capabilities and limitations. [STP 6-13F14-SM-TG, 061-284-3004]
- Recommend and disseminate FS coordination measures. [STP 6-13F14-SM-TG, 061-284-4040]
- Plan and coordinate FS to suppress enemy AD. [STP 6-13-F14-SM-TG, 061-284-4209]
- Advise maneuver Cdr on employment of tgt acq assets. [STP 6-13F14-SM-TG, 061-284-4211]
- Plan FS for Bn or Bde Off Opns. [STP 6-13F14-SM-TG, 061-284-4229]
- Plan for employment of smart weapons and special munitions. [STP 6-13F14-SM-TG, 061-384-4243]
- Enter, modify, and delete Cdrs criteria by using the VFMED. [STP 6-13F14-SM-TG, 061-277-4020]
- Establish and maintain a FASCAM fire plan by using the VFMED. [STP 6-13F14-SM-TG, 061-277-4026]
- Write the fires paragraph of maneuver OPORD. [STP 6-13F14-SM-TG, 061-284-4244]
- Produce a high payoff target list. [STP 6-13F14-SM-TG, 061-284-4245]
- Write the fire support plan. [STP 6-13F14-

SM-TG, 061-284-4247]

- Produce an attack guidance matrix. [STP6-13F14-SM-TG, 061-284-4246]
- Advise maneuver Cdr on employment of tgt acq assets. [STP 6-13F14-SM-TG, 061-284-4211]
- Pass fire support information of lower, adjacent, and higher field artillery elements. [STP 6-13F14-SM-TG, 061-284-3046]

**Bde Engineer/ABE/engineer section**

- Solve problems using the military problem solving process. [STP 21-II-MQS, 03-9001.13-0001]
- Advise the commander on the use of terrain for combat operations. [STP 50-21II-MQS, 01-2250.20-1008]
- Advise supported units on engineer capabilities and employment. [STP 5-21II MQS, 01-2250.10-1002]
- Advise the commander on the use of terrain for combat operations. [STP 5-21II MQS, 01-2250.20-1008]
- Plan engineer support for river-crossing operations. [STP 5-21II MQS, 01-2080.20-1001]
- Prepare engineer annexes. [STP 5-21II MQS, 01-2250.20-1002]
- Prepare engineer estimates. [STP 5-21II-MQS, 01-2250.20-1001]

**Bde ALO**

- Solve problems using the military problem solving process. [STP 21-II-MQS, 03-9001.13-0001]

**Bde AVLO**

- Solve problems using the military problem solving process. [STP 21-II-MQS, 03-9001.13-0001]

**Bde SO/Signal support section**

- Solve problems using the military problem solving process. [STP 21-II-MQS, 03-9001.13-0001]

- Prepare and review signal estimates, plans, and orders. [STP 11-25II-MQS, 01-5765.04-9001]

**CMLO/NBC section**

- Solve problems using the military problem solving process. [STP 21-II-MQS, 03-9001.13-0001]
- Advise the commander on NBC threat. [STP 3-74II-MQS, 01-5090.02-2044]
- Prepare NBC defense annex to OPLAN or OPORD. [STP 3-74II-MQS, 03-5060.01-2107]

**Bde ADO**

- Solve problems using the military problem solving process. [STP 21-II-MQS, 03-9001.13-0001]
- Design ADA plan for coverage of a critical asset. [STP 44-14II-MQS, 01-0401.31-0011]
- Develop air defense inputs for combined arms plans, operations orders, fragmentary orders and warning orders. [STP 44-14II-MQS, 01-0401.21-0005]

5. **The brigade commander directs and leads subordinate forces.**

**Bde Cdr**

- Establish a positive command climate. [STP 21-II-MQS, 03-9001.11-0002]
- Motivate subordinates to accomplish unit missions. [STP 21-II-MQS, 03-9001.14-0002]
- Apply the ethical decision-making process as a commander or staff officer. [STP 21-II-MQS, 03-9001.10-0004]

**Bde XO**

- Apply the ethical decision-making process as a commander or staff officer. [STP 21-II-MQS, 03-9001.10-0004]

**Bde S3**

- Apply the ethical decision-making process as a commander or staff officer. [STP 21-II-MQS, 03-9001.10-0004]

**Bde S3/Air**

- Apply the ethical decision-making process as a commander or staff officer. [STP 21-II-MQS, 03-9001.10-0004]
- Apply the ethical decision-making process as a commander or staff officer. [STP 21-II-MQS, 03-9001.10-0004]

**Bde S4**

- Apply the ethical decision-making process as a commander or staff officer. [STP 21-II-MQS, 03-9001.10-0004]

**FSCOORD/FSO**

- Establish a positive command climate. [STP 21-II-MQS, 03-9001.11-0002]
- Motivate subordinates to accomplish unit missions. [STP 21-II-MQS, 03-9001.14-0002]
- Apply the ethical decision-making process as a commander or staff officer. [STP 21-II-MQS, 03-9001.10-0004]

**Cdr, Engineer Bn**

- Establish a positive command climate. [STP 21-II-MQS, 03-9001.11-0002]
- Motivate subordinates to accomplish unit missions. [STP 21-II-MQS, 03-9001.14-0002]
- Apply the ethical decision-making process as a commander or staff officer. [STP 21-II-MQS, 03-9001.10-0004]

**Bde ALO**

- Apply the ethical decision-making process as a commander or staff officer. [STP 21-II-MQS, 03-9001.10-0004]

**Bde AVLO**

- Apply the ethical decision-making process as a commander or staff officer. [STP 21-II-MQS, 03-9001.10-0004]

**Bde ADO**

- Establish a positive command climate.  
[STP 21-II-MQS, 03-9001.11-0002]
- Motivate subordinates to accomplish unit missions. [STP 21-II-MQS, 03-9001.14-0002]
- Apply the ethical decision-making process as a commander or staff officer. [STP 21-II-MQS, 03-9001.10-0004]

**TF Cdrs**

- Establish a positive command climate.  
[STP 21-II-MQS, 03-9001.11-0002]
- Motivate subordinates to accomplish unit missions. [STP 21-II-MQS, 03-9001.14-0002]
- Apply the ethical decision-making process as a commander or staff officer.  
[STP 21-II-MQS, 03-9001.10-0004]



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**Appendix A**  
**INDEX of**  
**BRIGADE COMBAT TEAM BATTLEFIELD FUNCTIONS**  
**Grouped By Battlefield Operating System (BOS)**

This component lists the thirty-nine (39) battlefield functions (BFs) for each battlefield operating system (BOS) which have been identified as relevant to U.S. Army tactical echelon units. These BFs were identified based on an analysis of Training and Doctrine Command (TRADOC) Pamphlet 11-9, "Blueprint of the Battlefield." The purpose of this component is to depict the BOS and the BF which define each 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 electronic attack.
	(11)	Conduct battlefield psychological operations.
	(12)	<del>Employ chemical weapons.</del> <sup>1</sup>
	(13)	Conduct counter target acquisition operations.
	(14)	Employ naval surface fires.
	(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 NBC defense.

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<sup>1</sup> Although U.S. national policy has renounced the use of chemical weapons, this BF is retained because it is a function which might be performed by other nations.

**COMMAND AND  
CONTROL**

- (18) Plan for combat operations.
- (19) Direct and lead unit during preparation for the battle.
- (20) Direct and lead units in execution of battle.

**COMBAT SERVICE  
SUPPORT**

- (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.

## Appendix B

### STRUCTURE OF BATTLEFIELD FUNCTIONS (BFs) RELEVANT TO BRIGADE OPERATIONS

This component provides a description of each BF and the battlefield operating system (BOS) with which it is aligned. Included with each BF definition is a listing of major doctrinal topics and aspects addressed by the BF. These definitions provide the necessary framework required to understand the focus of each BF. Under most circumstances, heavy brigades will be involved in the accomplishment of some or all aspects of the BF. The involvement can vary from extensive, wherein the BF is a major focus, to minor, wherein the brigade headquarters only furnishes information. In the latter instances, the involvement may not be sufficient to warrant incorporation into a brigade's training program, although the brigade's responsibilities for the function are likely addressed in its SOP for tactical operations (TACSOP). BF definitions were extrapolated from TRADOC Pam 350-7 "Blueprint of the Battlefield," as well as other doctrinal publications relevant to the applicable BF or BOS.

1. **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 BFs are continuous throughout the planning, preparation, and execution phases of the battle.
  - a. **BF (1) Conduct Intelligence Planning** - The developing and coordinating 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 BF is the intelligence preparation of the battlefield (IPB). This BF addresses:
    - 1) Reconnaissance and surveillance plan (R&S Plan).
    - 2) Integrated threat templates (e.g., doctrinal, event, input to DST).
    - 3) Terrain and weather analysis.
  - b. **BF (2) Collect Information** - Obtaining information in any manner from the heavy brigade's elements and from sources outside the heavy brigade (e.g., higher headquarters and adjacent units). This BF 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 BF addresses:
    - 1) Information collected as a result of the R & S Plan.
    - 2) Continuous information collection and acquisition from all sources.

- c. **BF (3) Process Information** - Converting information into intelligence through collation, evaluation, analysis, integration, and interpretation in a continual process. This BF addresses:
  - 1) Evaluation of threat information.
  - 2) Evaluation of physical environment information.
  - 3) Integration of intelligence information.
  - 4) Development of enemy intentions.
  - 5) Development of targeting information.
  - 6) Preparation of intelligence reports.
  - 7) Update of situational template.
  - 8) Provision of battlefield area reports.
- d. **BF (4) Disseminate Intelligence** - Transmitting 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 BF addresses:
  - 1) 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.
  - 2) 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).
  - 3) Dissemination of battlefield reports.
- 2. **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, Bradley Fighting Vehicle (BFV) 25mm, anti-tank guns and rockets, attack helicopter guns and rockets, small arms, crew-served weapons, and directed energy weapons systems.
  - a. **BF (5) Conduct Tactical Movement** - Planning for and directing the positioning of 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 BF addresses:

- 1) Subordinate element OPORD preparation and dissemination.
  - 2) Preparation for movement.
  - 3) Movement, both mounted and dismounted, and on and off road.
  - 4) Closure of movement to tactical assembly area or tactical positions.
  - 5) Navigation.
  - 6) Air movement.
- b. **BF (6) Engage Enemy with Direct Fire and Maneuver** - Planning for and directing elements in ground combat with the enemy using direct fire and/or close combat in order to destroy the enemy or cause him to withdraw. This BF relates only to those direct fire weapons systems associated with the maneuver BOS. This BF addresses:
- 1) Preparation of engagement areas.
  - 2) Rehearsals of battle plans.
  - 3) Prevention of fratricide.
  - 4) Conduct of close combat.
  - 5) Integration of direct fire with maneuver.
  - 6) Control of terrain.
  - 7) Consolidation and reorganization.
3. **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 commander's intent and scheme of maneuver. The fire support BOS addresses these weapons: mortars, field artillery, close air support, electronic measures, and naval surface fires.
- a. **BF (7) Employ Mortars** - Planning for and employment of mortars by the maneuver unit to place fires on the enemy or terrain to support the commander's concept and intent.

- b. **BF (8) Employ Field Artillery** - Planning for and directing of indirect artillery fires to be placed on the enemy or terrain to support the commander's concept and intent. The fire support coordination tasks necessary to integrate the field artillery and the maneuver units are the primary focus. This BF 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 fire direction center (FDC) operations, gun operations, etc. This BF addresses:
  - 1) Fire support - maneuver unit rehearsals.
  - 2) FSE operations during the preparation and execution phases of the battle.
  - 3) Positioning and movement within the maneuver unit sector or zone.
  - 4) Indirect fire missions in support of maneuver commander's concept and intent.
- c. **BF (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 brigade commander's concept and intent. This BF addresses:
  - 1) Air-ground attack requests.
  - 2) Air space coordination and management.
  - 3) Air liaison officer, forward air controller; other Army fire support coordination officers, USN/USMC brigade team commander, SALT and FCT tasks that enable air-to-ground attacks.
- d. **BF (10) Conduct Electronic Collection and Jamming<sup>1</sup>** - Planning for and directing 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 BF includes jamming, deception, and collection.
- e. **BF (11) Conduct Battlefield Psychological Operations** - Planning for and directing the conduct or support of psychological operations (when psychological operations units are available) 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 the brigade commander's concept and intent.

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<sup>1</sup> Title and structure change to "Conduct electronic collection and electronic attack" are presently under consideration.

- f. ~~BF (12) Employ Chemical Weapons~~<sup>2</sup> - Employing chemical agents or other means to degrade enemy capabilities in support of the brigade commander's concept and intent.
  - g. **BF (13) Conduct Counter Target Acquisition Operations** - Planning for and directing the suppression (e.g., using smoke or dazzling illumination) to degrade enemy direct observation, optics, radar, sensors, electronic DF equipment, and imaging systems in support of the commander's concept and intent.
  - h. **BF (14) Employ Naval Surface Fires** - Planning for and directing naval gunfire in support of the maneuver commander's concept and intent.
  - i. **BF (15) Coordinate, Synchronize, and Integrate Fire Support** - Coordinating all fire support means in support of the maneuver commanders' concepts and intents. The BF integrates BF 7-14.
4. **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.
- a. **BF (16) Take Active Air Defense Measures** - Planning for and directing the application of firepower to destroy enemy air targets. This BF encompasses the coordinating tasks which enable the 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 BF addresses:
    - 1) Employment of air defense artillery guns and missiles.
    - 2) Employment of maneuver unit weapons systems such as small arms, automatic weapons, BFV 25 mm and TOW missiles, and tank main gun against enemy air.
    - 3) Airspace management.
    - 4) Early warning.
  - b. **BF (17) Take Passive Air Defense Measures** - Planning for and directing the protection of the unit from enemy air by means other than weapons. This BF addresses:
    - 1) Early warning.
    - 2) Dispersion.

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<sup>2</sup> Although U.S. national policy has renounced the use of chemical weapons, this BF is retained because it is a function which might be performed by other nations.

- 3) Deception.
5. **Command and Control BOS** - The ways and means a commander exercises authority and direction over organic and assigned combat power in the accomplishment of the mission.
- a. **BF (18) Plan for Combat Operations** - The integration of all members of the unit in the coordinated development of an operations order which will guide the activities of the unit in conducting combat operations to accomplish assigned missions. The product/outcome of this BF is a briefed, understood OPORD. This BF addresses:
    - 1) Receipt and analysis of higher HQ OPORD.
    - 2) Issuance of warning order.
    - 3) Restated mission statement.
    - 4) Commander's estimate process/troop leading procedures.
    - 5) Commander's guidance.
    - 6) Mission analysis (includes course of action development).
    - 7) Decision brief to commander.
    - 8) Development of a synchronized OPORD.
    - 9) Reproduction and distribution of OPORD to all participants.
    - 10) Briefing of OPORD; understanding of order by participants.
    - 11) FRAGO planning and issue.
  - b. **BF (19) Direct and Lead Unit during Preparation for the Battle** - The ways and means to prepare the unit so that it is ready to support the commander's concept and intent. This BF addresses:
    - 1) Commander's actions and decisions.
    - 2) Directing preparation for the battle.
    - 3) Issuing orders.
    - 4) Communicating information.

- 5) Confirmation briefs and backbriefs.
  - 6) Rehearsals.
  - 7) Maintaining and updating information and force status.
  - 8) Decisions to act or change ongoing actions.
  - 9) Confirming IPB through the reconnaissance effort.
  - 10) Determining actions to implement decisions.
  - 11) Synchronizing preparation (e.g., management of time).
  - 12) TOC operations (e.g., staff integration).
  - 13) Second in command (2IC) responsibilities.
  - 14) Continuous and sustained operations.
  - 15) Communications (e.g., planning, installation and operation of system, management, site election).
- c. **BF (20) Direct and Lead Units in Execution of Battle** - The ways and means to command and control the unit's execution of the battle plan to accomplish the commander's concept and intent. This BF addresses:
- 1) Commander's actions and decisions.
  - 2) Directing the conduct of the battle.
  - 3) Issuing orders.
  - 4) Information distribution.
  - 5) Synchronizing tactical operations (e.g., use of DST).
  - 6) TOC operations (includes CP displacement, security, survivability, battle tracking).
  - 7) Continuity of command (e.g., C2 redundancy).
  - 8) Second in command (2IC) responsibilities.
  - 9) Continuous and sustained operations.

- 10) Consolidation and reorganization.
6. **Mobility and Survivability BOS** - The ways and means that permit freedom of movement, relative to the enemy, while retaining the force's 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.
- a. **BF (21) Overcome Obstacles** - Planning for and directing actions to remove or clear/reduce natural and man-made obstacles.
  - b. **BF (22) Enhance movement** - Planning for and coordinating elements providing mobility for the unit in its area of operations. This BF addresses:
    - 1) Construction and repair of combat roads and trails.\*
    - 2) Facilitating movement on routes. (This includes control of road traffic and control of refugees and stragglers.)\*
    - 3) Tracking status of routes.\*
    - 4) Host nation support.\*
  - c. **BF (23) Provide Countermobility** - Planning for and directing actions to delay, channel, or stop enemy offensive movement consistent with the commander's concept and intent by enhancing the effectiveness of friendly direct and indirect weapons systems.
  - d. **BF (24) Enhance Physical Protection** - Planning for and directing actions that provide protection of friendly forces on the battlefield by enhancing the physical protection of personnel, equipment and weapons systems, and supplies.
  - e. **BF (25) Provide Operations Security** - Planning for and directing action to deny information to the enemy about friendly capabilities and intentions by identifying, controlling, and protecting indicators associated with planning and conducting military operations. This BF addresses:
    - 1) Analysis to determine key assets and threats to them.
    - 2) Monitoring of implementation of OPSEC measures.
    - 3) Physical security measures.
    - 4) Signal security.

- 5) Electronic security.

\* Normally accomplished by units supporting the division.

f. **BF (26) Conduct Deception Operations** - Taking actions in accordance with the division's or corps' deception plan to mask the objectives of tactical operations in order to delay effective enemy reaction. This BF addresses:

- 1) Physical deception.
- 2) Electronic deception.

g. **BF (27) Provide NBC Defense** - The avoidance of contamination; the protection of people, objects or areas from chemical or biological agents by absorbing, destroying, neutralizing, or otherwise rendering harmless or removing such agents; and the removal of radioactive material. This BF addresses:

- 1) Decontamination of individual soldiers and equipment.
- 2) Decontamination of weapon systems and supplies.
- 3) Hasty and deliberate decontamination.
- 4) Avoidance of contaminated areas.
- 5) NBC reconnaissance.
- 6) NBC defensive measures.
- 7) NBC warning.

7. **Combat Service Support BOS** - The support, assistance, and service provided to sustain forces, primarily in the area of logistics, personnel services, and health services.

a. **BF (28) Provide Transport Services** - Planning for and directing provision or coordination for transportation which will assure sustainment support operations in support of the unit. This BF addresses:

- 1) Movement of cargo, equipment, and personnel by surface or air.
- 2) Loading, transloading, and unloading material and supplies.
- 3) Reporting status.

- b. **BF (29) Conduct Supply Operations** - Planning for and directing provision of the items necessary to equip, maintain, and operate the force during the preparation and execution phases of the battle. This BF addresses:
  - 1) Requesting, receiving, procuring, storing, protecting, relocating, and issuing supplies to the specific elements of the force.
  - 2) Providing munitions to weapons systems.
  - 3) Providing fuel and petroleum products to equipment and weapons systems.
  - 4) Reporting status.
- c. **BF (30) Provide Personnel Services** - Planning for and directing all personnel-related matters to sustain the force. This BF addresses:
  - 1) Personnel administrative services.
    - a) Replacement, casualty reporting.
    - b) Awards and decorations.
    - c) Postal operations.
    - d) Promotions, reductions.
  - 2) Financial services.
  - 3) Unit ministry team operations.
  - 4) Legal services.
  - 5) Public affairs services.
  - 6) Preservation of the force through safety.
  - 7) Management of stress.
  - 8) Reporting status.
- d. **BF (31) Maintain Weapons Systems and Equipment** - Planning for and directing preservation and repair of weapons systems and equipment. This BF includes the provision of repair parts and end items to all members of the unit before, during and



after the battle. Included also is doctrinal echeloning of maintenance (organization, DS, GS). This BF addresses:

- 1) Recovery.
  - 2) Diagnosis, substitution, exchange, repair and return of equipment and weapons systems to the combined arms force.
  - 3) Reporting status.
- e. **BF (32) Provide Health Services** -Planning for, directing and coordinating health services regardless of location, to promote, improve, conserve or restore the mental or physical well-being of individuals or groups. This BF addresses:
- 1) Preventive medicine.
  - 2) Field sanitation.
  - 3) Mental health.
- f. **BF (33) Treat and Evacuate Battlefield Casualties** - Planning for and directing the application of medical procedures on battlefield casualties beginning with "buddy aid" through treatment by trained medical personnel. The BF includes movement of casualties from the forward edge of the battlefield back to division-level medical facilities. This BF addresses:
- 1) Triage of battlefield casualties.
  - 2) Treatment and movement of casualties to rear (MEDEVAC).
  - 3) Evacuation.
  - 4) Handling and processing the remains of soldiers who have died of wounds.
  - 5) Reporting status.
- g. **BF (34) Conduct Enemy Prisoners of War (EPW) Operations** - Planning for and directing the collection, processing, evacuation, and safeguarding of enemy prisoners of war. This BF addresses:
- 1) Collecting and evacuating EPW.
  - 2) Searching, segregating, safeguarding, silencing, and rapid rearward movement of EPW.

- h. **BF (35) Conduct Law and Order Operations** - Enforcing laws and regulations and maintaining of unit and personnel discipline.
- i. **BF (36) Conduct Civil Affairs Operations** - Planning for, directing, and/or coordinating assigned tasks to conduct activities which encompass 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.
- j. **BF (37) Provide Sustainment Engineering** - Planning for and coordinating the actions of elements (when in the unit area), providing repair and construction of facilities and lines of communication. This BF addresses:
  - 1) Rear area restoration.\*
  - 2) Construction and maintenance of lines of communication (roads, railroads, ports, airfields).\*
  - 3) Construction support:
    - a) Marshaling, distribution and storage facilities.\*
    - b) Pipelines.\*
    - c) Fixed facilities.\*
    - d) Well drilling.\*
    - e) Dismantlement of fortifications.\*
- k. **BF (38) Evacuate Non-combatants from Area of Operations** - Planning for and directing the unit's participation in actions to use available military and host-nation resources for the evacuation of US forces, dependents, US government civilian employees, and private citizens (US and other). This BF addresses:
  - 1) Medical support.
  - 2) Transportation.
  - 3) Security.
  - 4) Preparation of temporary shelters.
  - 5) Operation of clothing exchange facilities.

- 6) Operation of bathing facilities.
  - 7) Graves registration.
  - 8) Laundry.
  - 9) Feeding.
1. **BF (39) Provide Field Services** - Planning for and coordinating the provision of service logistics functions by CSS elements\*. This BF addresses:
- 1) Clothing exchange.
  - 2) Shower facilities.
  - 3) Graves registration.
  - 4) Laundry and clothes renovation.
  - 5) Bakeries.
  - 6) Feeding (rations supply, kitchens).
  - 7) Salvage.

\* Normally accomplished by units supporting the division.

## Appendix C

### BFs LISTED BY ECHELON

This component depicts the identification of BFs to the echelon/type unit based on previous research and analysis.

INTELLIGENCE BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(1)	Conduct Intelligence Planning	X	X	X	X	X	
(2)	Collect Information	X	X	X	X	X	X
(3)	Process Information	X	X	X	X	X	X
(4)	Disseminate Information	X	X	X	X	X	X

MANEUVER BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(5)	Conduct Tactical Movement	X	X	X	X	X	X
(6)	Engage the Enemy with Direct Fire and Maneuver	X	X <sup>1</sup>				

FIRE SUPPORT BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(7)	Employ Mortars	X	X				
(8)	Employ Field Artillery	X	X	X	X	X	X
(9)	Employ Close Air Support	X	X				

<sup>1</sup> BF 6, as defined, concerns how units will engage the enemy through maneuver and direct fires. The function is performed by the element directly controlling the direct fire systems. Initial analysis indicates that this is accomplished by maneuver battalions, such as a mechanized infantry or armor Bn TF, and attack helicopter battalions. The brigade commander and brigade staff's involvement in the engagement of the enemy is through direction of the subordinate battalions. Hence, the brigade's control is not direct to the systems involved. Therefore, the brigade involvement is described within the context of BF 18, 19, and 20. Further analysis is required.

<b>FIRE SUPPORT BOS (cont.)</b>	<b>Bn TF</b>	<b>Bde</b>	<b>FA Bn</b>	<b>Eng Bn</b>	<b>FS Bn</b>	<b>ADA Btry</b>
(10) Conduct Electronic Collection and Jamming <sup>2</sup>						
(11) Conduct Battlefield Psychological Operations						
<del>(12) Employ Chemical Weapons<sup>3</sup></del>						
(13) Conduct Counter Target Acquisition Operations			X			
(14) Employ Naval Surface Fires	X	X				
(15) Coordinate, Synchronize, and Integrate Fire Support	X	X	X	X	X	

<b>AIR DEFENSE BOS</b>	<b>Bn TF</b>	<b>Bde</b>	<b>FA Bn</b>	<b>Eng Bn</b>	<b>FS Bn</b>	<b>ADA Btry</b>
(16) Take Active Air Defense Measures	X	X				X
(17) Take Passive Air Defense Measures	X	X	X	X	X	X

<b>COMMAND AND CONTROL BOS</b>	<b>Bn TF</b>	<b>Bde</b>	<b>FA Bn</b>	<b>Eng Bn</b>	<b>FS Bn</b>	<b>ADA Btry<sup>4</sup></b>
(18) Plan for Combat Operations	X	X	X	X	X	
(19) Direct and Lead Units During Preparation for Battle	X	X	X	X	X	
(20) Direct and Lead Units in Execution of Battle	X	X	X	X	X	

<sup>2</sup> Title and focus change to "Conduct electronic collection and electronic attack" are presently under consideration.

<sup>3</sup> Although U.S. national policy has renounced the use of chemical weapons, this BF is retained because it is a function which could be performed by other nations.

<sup>4</sup> The battle phases of plan, prepare, and execute are inherent to the ADA battery's performance of BF 16, Take Active Air Defense Measures.

<b>MOBILITY AND SURVIVABILITY BOS</b>	<b>Bn TF</b>	<b>Bde</b>	<b>FA Bn</b>	<b>Eng Bn</b>	<b>FS Bn</b>	<b>ADA Btry</b>
(21) Overcome Obstacles	X	X		X		
(22) Enhance Movement				X		
(23) Provide Countermobility	X	X		X		
(24) Enhance Physical Protection	X	X	X	X	X	X
(25) Provide Operations Security	X	X	X	X	X	X
(26) Conduct Deception Operations						
(27) Provide NBC Defense	X	X	X	X	X	X

<b>COMBAT SERVICE SUPPORT BOS</b>	<b>Bn TF</b>	<b>Bde</b>	<b>FA Bn</b>	<b>Eng Bn</b>	<b>FS Bn</b>	<b>ADA Btry</b>
(28) Provide Transport Services	X	X	X	X	X	
(29) Conduct Supply Operations	X	X	X	X	X	X
(30) Provide Personnel Services	X	X	X	X	X	
(31) Maintain Weapons Systems and Equipment	X	X	X	X	X	X
(32) Provide Health Services		X			X	
(33) Treat and Evacuate Battlefield Casualties	X	X	X	X	X	X
(34) Conduct Enemy Prisoner of War Operations		X			X	
(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					X	

## **Appendix D**

### **USER'S GUIDE**

This component is designed to facilitate use of the function analysis. The examples are based on the function analysis (FA) of BF 18--Plan for Combat Operations--as performed by the heavy brigade.

#### **Section 1 - Background on Functional Approach to Training and Battlefield Functions**

Given the task-based nature of Army training, the tools for identifying, structuring, and organizing tasks critical for combat effectiveness are essential to realizing goals of Army training for the 21st century. Providing such tools has been a persistent effort in structuring assessment and planning of collective training. Army Training and Evaluation Program Mission Training Plans (ARTEP-MTPs), which list tasks by mission, represent one approach to provide that structure. A complementary approach has emerged in the use of functional areas.

Several initiatives have considered tasks in relation to functional areas rather than missions. One such approach was adopted at the Combat Training Centers (CTCs). The specific approach developed in the mid-1970s used Battlefield Operating Systems (BOSs) as the framework for after action reviews (AARs) and take home packages. The BOSs are seven functional areas which encompass tactical operations.

In addition, to enhance the utility of the BOS structure, the U.S. Army Training and Doctrine Command (TRADOC) developed the Blueprint of the Battlefield. That work used the BOS structure as a framework to describe the tactical level of war in terms of operating systems, functions, and generic tasks. While the functional hierarchy in the Blueprint of the Battlefield provided finer granularity than the BOS, the Blueprint of the Battlefield did not represent battlefield processes, critical sequences of events, procedural steps, and many of the tasks that must be accomplished.

This research product is part of an effort to improve further the functional structure for planning and assessing collective training through the identification and analysis of Battlefield Functions (BFs). Like the Blueprint of the Battlefield, the BFs orient on functions (activities and processes that occur over time) while retaining granularity that supports task-based training. The BF analyses extend the Blueprint of the Battlefield in two ways:

- Identify relationships among BOSs, tasks, echelons, and people required to achieve identified outcomes, thus improving representation of battlefield processes and sequences of events.
- Provide explicit ties to tasks derived from ARTEP-MTPs and doctrine, tactics, techniques, and procedures described in doctrinal manuals, applied at CTCs, or identified by

experienced field commanders, thus improving representation of procedural steps and tasks that must be accomplished.

FAs of BFs have been conducted at a level of detail that supports a functional approach to training. The functional approach uses battlefield functions performed by units as the basis for assessing proficiency and planning training. The BF FAs provide content and a framework to apply the functional approach to training. Thirty-nine (39) BFs (Appendix A) are relevant to tactical operations at echelons from battalion through corps. Association of specific BFs to particular type units indicates that those BFs are germane to the unit's training program.

## **Section 2 - Overview of Components to a BF Function Analysis**

The BF FA conducted as part of this project [Innovative Tools and Techniques for Brigade and Below Staff Training (ITTBBST)] contains seventeen (17) components including this User's Guide. The components allow BF FA users the capability to use the BF FA for a variety of purposes, some of which are described in Section 3 below. The title and a brief description of each BF FA component follow.

Overview: Information is provided concerning the presentation of the BF FA components, the table of organization and equipment (TO&E) of the type unit for which the BF FA is relevant, and the context in which the FA was developed. The information provides an overview of the analytical approach used for the FA.

Purpose and Outcomes: The overall end result which the BF is supposed to accomplish, termed the purpose, is identified. This component also identifies the endstates or bottom line results necessary to achieve the purpose, termed outcomes.

Flow Charts: This graphical description portrays the sequence of BF tasks within the framework of tactical battle phases (i.e., planning, preparation, execution). This component describes the flow of tasks during each battle phase, the vertical task linkages (to higher and lower echelon units), and horizontal linkages to other BFs for the echelon being analyzed. It also depicts information flow which affects the tasks.

Task Linkages to Other BFs/Units: Tasks performed in other BFs or by other units are described as they relate (i.e., are linked) to the tasks of the BF being analyzed. These descriptions provide verbal details of the relationships portrayed graphically by the Flow Charts. The purpose of this component is to allow the user to incorporate related tasks and participants into a training exercise for this BF. Tasks which link to this analysis have been extracted for BFs or units for which FAs have been accomplished and extrapolated for FAs which have not yet been developed.

Key Participants by Task: The participants required to perform the tasks are identified. Identification is based on the appropriate echelon/type unit TO&E. It includes special staff members who are critical for task accomplishment.



Key Inputs and Outputs: The critical information required and generated by participants to successfully accomplish the BF is identified. Where information results from the performance of the BF tasks, BF information output is identified. One BF's information output normally is provided as another BF's input. Critical input and output are organized by the specific part of the doctrinal product or means used to communicate it. The source of critical information is specific only to the BF echelon and function being analyzed, and is not intended to reflect all the information the product may contain. The linkages of inputs and outputs to specific tasks are depicted in the Flow Charts component.

Task List Summary: The tasks which are described in detail in the Task List are summarized and numbered. The numbers allow cross referencing among BF FA components.

Task Lists: Tasks and supporting tasks necessary to perform the function are listed by battle phase. Normally, the task identifies the primary participants responsible for performing the tasks. The tasks have been extracted from the appropriate ARTEP-MTPs, echelon and functional area field manuals (FMs), and proponent school special texts. The specific sources of references for each task and subtask are shown in brackets [ ] following the task. Tasks derived from ARTEP-MTPs are referenced with the ARTEP-MTP number and task number, such as [ARTEP 5-145-MTP, Task 05-1-0002/1]. Tasks derived from FMs are referenced with the FM number and page number, such as [FM 5-71-3, p. 2-11]. Tasks identified during interviews with TRADOC school proponent subject matter experts (SMEs), CTC Operations Groups, and Army Forces Command units are referenced as field notes (FN) and the source is reflected, such as [FN-NTC CSS OCs]. Tasks derived from the Center for Army Lessons Learned (CALL) are referenced with the notation LL for lessons learned; the CALL publication number and page number are included, such as [LL-CALL Newsletter 95-6, p. 16]. In some cases, the analysis of the BF resulted in identification of tasks for which no doctrinal references could be identified. Such tasks were selected based on author experience and relevant doctrine. These tasks are referenced as author notes [AN]. The references facilitate review of original source material for further detail and context.

Tasks Organized by Outcomes: Tasks and supporting tasks necessary to perform the function are listed by outcome. The component supports analysis of performance related to outcomes to identify tasks for sustainment or remediation training.

Lessons Learned Integrated into the Task List: The lessons learned extracted from the CALL publications relevant to performing this BF are identified. They are organized and listed by the appropriate task from the Task List component. The purpose of this component is to provide the user with recent tactics, techniques, and procedures (TTP) associated with the performance of the tasks in this BF.

Gate Tasks: Critical individual or collective tasks which BF participants must be able to perform prior to engaging in the identified BF tasks are listed so that the training can be conducted efficiently and safely.

References: The references and sources used by the analyst are identified.

Index of Brigade Combat Team Battlefield Functions: The thirty-nine (39) BFs relevant to Army tactical echelon units, organized by the BOS they compose, as derived from TRADOC Pamphlet 11-9, Blueprint of the Battlefield, are identified.

Structure of Battlefield Functions Relevant to Brigade Operations: Definitions for the 39 BFs and BOSs they compose are provided.

BFs Listed by Echelon: The occurrences of BFs relevant to training according to echelon/type units are listed. This list is subject to change as research into the relevance of functions continues.

User's Guide: Descriptions are provided of the background of BFs and the Functional Approach to training (Section 1), the components of a BF FA (in this section), and approaches to exploit the flexibility of the BF FA to support multiple Army uses and users (Section 3).

Acronyms and Abbreviations: The acronyms and abbreviations used in the analysis are listed. The acronyms and abbreviations were taken from relevant doctrinal references.

### **Section 3 - Use of the BF Function Analysis**

The analysis of a function contained in each BF FA can support a variety of purposes. General purposes and information needs will be suggested for force developers, materiel developers, doctrine developers, training developers, and unit commanders.

- Force Developers: Develop personnel systems and organizational structures to support the force. Purpose and Outcomes and Task Lists components, for example, could support identification of required capabilities and tasks that a particular unit or organization must be able to perform. The Flow Charts component could support delineation of a new organizational design.
- Materiel Developers: Develop requirements for new systems to ease performance activities of soldiers and to accomplish new battlefield requirements. Through the identification of requirements, new technologies and processes can be applied to support force needs. The Flow Charts component, for example, could be used to illustrate opportunities to revise procedures to take advantage of enhancements in areas such as information dissemination.
- Doctrine Developers: Develop new and modify existing doctrine to integrate emerging technologies and to implement changing Army missions and priorities. TTP will evolve to

meet new battlefield conditions and requirements as well as to guide combined arms, joint service, and multinational operations. The emphasis in BF FAs on interrelationships can identify gaps in task coverage which should be addressed through revisions to publications such as ARTEP-MTPs.

- Training Developers: Develop new and modify existing training programs to support new doctrine, emerging technologies, changes in organization, and reduced resources and training environments. Potential uses of a BF FA to support areas such as development of training support packages (TSP) and development of training aids, devices, simulators, and simulations (TADSS) are discussed in Section 4.
- Unit Commanders: Assess training effectiveness, develop training plans, and execute training. BF FA support for training assessment and planning training events is discussed in Section 4.

Developers and commanders often begin by performing or examining one or more front end analyses (FEAs) to gain an understanding of a relevant issue. Whether they perform FEAs themselves or draw from available analyses (like the BF FAs), information is sought on many topics. Likely topics include the following (with relevant BF FA components):

- What are the objectives/missions of the system? (Purpose and Outcomes)
- What are the vertical and horizontal linkages between elements, and what are the information inputs and outputs associated with these? (Flow Charts, Tasks Linked to Other BF/Units, and Key Inputs and Outputs)
- What are the processes and tasks being performed within each element? (Task Lists, Tasks Organized by Outcomes, and Flow Charts)
- Who are the players and/or target audience? (Key Participants by Task)
- What enabling and objective knowledge and skills are required? (Gate Tasks)
- Are there any experiences and lessons learned that would be helpful? (Task Lists and Lessons Learned Integrated into the Task List)

Two detailed examples of BF FA usage are presented in Section 4 below. These examples demonstrate, first, how unit commanders and, second, how training developers can use BF FAs. The examples should serve as a guide for potential BF FA users in that generic information within the BF FAs is transferable to the other applications.

#### **Section 4 - Unit Commander and Training Developer Use of a BF Task Analysis**

## Unit Commanders

Unit commanders use published Army doctrine as contained in FM 25-100, Training the Force (November 1988), and FM 25-101, Battle Focused Training (September 1990) to assess training effectiveness and to plan training events. The BF FAs provide relevant information for assessment and planning within the intent of those documents. The added information supports functional training which uses proficiency related to functions as the basis for identifying tasks to be trained and structuring training on those tasks. The BF FAs supplement the training and assessment systems and processes already in use by commanders.

### 1. Conduct Training Assessment

The commander assesses the mission essential task list (METL) to identify functions that require attention, to select outcomes for training focus, and to provide specific guidance for training. This functional training assessment allows the commander to perform an analysis across several layers with a successively narrow focus:

- a. METL tasks.
- b. Each BOS for each METL task that requires remediation or sustainment.
- c. Relevant BFs for each BOS that requires remediation or sustainment.
- d. Relevant outcomes for each BF that requires remediation or sustainment.

The commander assesses BF performance in the context of the unit METL and the BOS by using the Purpose and Outcomes component. To support the assessment, commanders could develop and complete a worksheet which relates BFs and the outcomes to the METL and BOS, as depicted in Figure D-1, which presents a completed assessment worksheet for BF 18.

BF 18 Outcomes (extracted from the function analysis):

1. Complete, concise, feasible, suitable, acceptable, and tactically sound brigade orders that conform to doctrinal standards are issued.
2. Brigade orders are received in no more than 1/3 of the available time and understood by key participants and subordinates.
3. Sufficient hard copies of the brigade order and all key accompanying documents are provided to key personnel in accordance with TSOP.
4. Brigade operations, command, and control continue during planning process.

Mission Essential Tasks	CURRENT TRAINING STATUS					Overall METL Status
	BOS: Command and Control					
	BF: 18- Plan for Combat Operations					
	Outcomes	1	2	3	4	
Defend		P	P	T	P	P
	<u>Outcome 1:</u> OPORD generally very good; need more detail on control measures (excessive risk of fratricide).					
	<u>Outcome 2:</u> Too slow getting information to supporting battalions--FSB especially needs support requirements earlier.					
	<u>Outcome 3:</u> Dissemination is very smooth.					
	<u>Outcome 4:</u> Weak communications between main CP and adjacent units.					
Attack; Movement to Contact		P	U	T	P	P
	<u>Outcome 1:</u> Accuracy of graphics questionable--MCOO inaccurate or unclear--not sure which, may be both.					
	<u>Outcome 2:</u> Adjacent units never received initial WARNO.					
	<u>Outcome 3:</u> OPORD distribution continued to be a strength.					
	<u>Outcome 4:</u> Rear CP: Situation map (SITMAP) and information displays of tactical situation were not current.					
Overall BF Status: BF 18 = P					BOS Status = P	

Note: Italics indicate entries made by hypothetical commander.

Figure D-1. Assessment worksheet for heavy brigade performance of BF 18.

## 2. Plan Training Events

The BF FA supports four steps related to planning a training event. The use of BF FAs to perform each of these tasks is described below.

### a. Selecting Tasks and Supporting Tasks To Be Trained

1) Selection of tasks by outcome or battle phase. When the training assessment identifies outcomes to be achieved, trainers can focus their attention on particular tasks that support the outcome. This process can be streamlined by referring to the Tasks Organized by Outcomes component of a BF FA. The tasks relevant to each outcomes for the BF 18 FA are shown in Figure D-2. While many of the tasks are required by more than one outcome, the supporting tasks will usually vary between the outcomes.

If trainers have no basis for identifying an outcome within the BF or if the training is to focus on a single battle phase, they can select tasks from the Task List Summary component. For most BFs, this component is organized by the battle phases--plan, prepare, and execute--supported by the Flow Chart. The exceptions to that organization are BFs 1 through 4, which cover the Intelligence BOS, and BFs 18 through 20, which cover the command and control BOS by battle phase. The Intelligence BFs reflect the continuous nature of the intelligence cycle.

## BF 18 Outcomes (OC):

1. Complete, concise, feasible, suitable, acceptable, and tactically sound brigade orders that conform to doctrinal standards are issued.
2. Brigade orders are received in no more than 1/3 of the available time and understood by key participants and subordinates.
3. Sufficient hard copies of the brigade order and all key accompanying documents are provided to key personnel in accordance with TSOP.
4. Brigade operations, command, and control continue during planning process.

Tasks (from the Task List)	OC 1	OC 2	OC 3	OC 4
1. The brigade commander and staff direct and lead the brigade during planning for the battle.				X
2. The brigade receives an order initiating a new mission from higher headquarters.	X	X		
3. The brigade commander and staff conduct mission analysis.	X	X		
4. The brigade executive officer directs the staff in the preparation and issuance of a brigade warning order.	X			
5. The brigade commander issues initial planning guidance.	X	X		
6. The brigade commander and staff prepare estimates.	X			
7. The brigade commander and staff develop course(s) of action.	X			
8. The brigade commander and staff analyze course(s) of action.	X			
9. The brigade staff compares course(s) of action.	X			
10. The brigade commander announces decision.	X			
11. The brigade staff prepares the operations order.	X	X	X	
12. The brigade commander and staff issue the operations order.	X	X	X	

Figure D-2. Overview of tasks by outcomes for BF 18 FA.

2) Selection of supporting tasks. Trainers must also select supporting tasks. Supporting tasks are blocks of performance required by the task. Each task and supporting task is structured to describe actions to be performed (e.g., steps) or the end states of the task (i.e., aspects of the standard). The detailed description for each task and supporting task is contained in the Task List component. An excerpt from that component of the BF 18 FA is shown in Figure D-3.

5. **The brigade commander issues initial planning guidance.** [FM 101-5, Chap 4, p. 4-15]
- a. The brigade commander develops planning guidance: [FM 101-5, p. 4-16; FM 71-3, p. 3-3]
    - 1) Using the results of his own mission analysis and his METT-T assessment. [FM 101-5, p. 4-16]
    - 2) Using the results of the brigade staff's mission analysis. [FM 6-20-40, p. 2-1; FM 6-20-50, p. 2-1; FM 6-20-10, p. 1-5; FN-JRTC; FN-194 AR]
  - b. The brigade XO prepares the brigade staff to receive the brigade commander's guidance. [FM 101-5, p. 4-15; ARTEP 71-3 MTP, Task 71-3-0001/2]
    - 1) Determines who must be present at the commander's guidance briefing, if not SOP (e.g., engineer battalion Cdr, FSCoord, MP platoon leader).
    - 2) Ensures staff is prepared to take notes on guidance issued (depending on the level of detail and specificity of guidance).
  - c. The brigade commander issues planning guidance to the brigade staff, which may include: [FM 101-5, p. 4-17; FM 6-20-40, p. 2-1, 2-3; FM 6-20-50, p. 2-1, 2-3; FM 6-20-10, p. 1-7; ARTEP 71-3 MTP, Task 71-3-0001/3]
    - 1) Enemy COA. [FM 101-5, p. 4-17]
    - 2) Restated mission. [FM 101-5, p. 4-18]

Figure D-3. Example of supporting tasks extracted from the Task List of BF 18 FA.

3) Identification of references. As Figure D-3 also illustrates, the doctrinal source (publication number and task number or page number), in brackets, is included with the listing of each task and supporting task. Trainers can refer to the References component to determine the doctrinal publication title and publication date. They can then refer to doctrinal source material for further detail and context, if desired. Figure D-4 provides examples taken from the References component of BF 18.

<b>Field Manuals (FMs)</b>	
6-20-40	Tactics, Techniques, and Procedures for Fire Support for Brigade Operations (Heavy)
6-20-50	Tactics, Techniques, and Procedures for Fire Support for Brigade Operations (Light)
71-3	The Armored and Mechanized Infantry Brigade
101-5	Command and Control for Commanders and Staff (Draft)
<b>Army Training and Evaluation Program (ARTEPs)</b>	
71-3 MTP	Mission Training Plan for the Heavy Brigade Command Group and Staff

Figure D-4. Excerpt from References component of BF 18 FA.



4) Identification of techniques and useful training information. As part of the task selection process and the planning of the training event, trainers can refer to the Lessons Learned component. This component identifies lessons learned extracted from the CALL publications. This component also provides information not necessarily contained in the applicable doctrinal references but determined to be relevant to training of the function based on performance history of brigades at the CTCs. In other cases, lessons learned at CTCs may provide a clearer definition of how tasks should be performed and the conditions under which they must be performed. An excerpt from that component of the BF 18 FA is shown in Figure D-5.

5. <b>The brigade commander issues initial planning guidance.</b>
LL -   Determine the amount of planning guidance the staff requires to develop the plan. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]
LL -   Do not suppress the staff's ability to plan by providing excessive planning guidance. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]
LL -   Sketch the initial concept of the operation for the staff. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]

Figure D-5. Excerpt from Lessons Learned Integrated into the Task List component of BF 18 FA.

b. Selecting the Training Audience. After determining which tasks must be trained, trainers should next identify the training audience. The Key Participants by Task component of the BF FA supports that analysis. This component, based on the unit's TO&E, specifies the participants required to perform the tasks selected for training. One potential result of this review is that trainers may have to coordinate (through the appropriate commanders) with external units to have a specific special staff member participate in the training event. Figure D-6 depicts an example of that component of the BF 18 FA.

<b><u>Tasks</u></b>
5. <b>The brigade commander issues initial planning guidance.</b>
<b><u>Participants</u></b>
Bde Cdr, Bde XO, Bde CSM, Bde S2, DS MI Co Cdr, Bde S3, Bde S3-Air, Bde S3 Opns Sgt, CMLO, FSCOORD, FSO, Engr Bn Cdr, ABE, ADLO, AVLO, ALO, Bde S1, Bde Chaplain, Bde Surgeon, MP Plt Ldr, Bde S4, BSO, Bde HQ Co Cmdt, Bde S5 (if assigned)

Figure D-6. Excerpt from Key Participants by Task component of BF 18.

c. Identifying Task Training Sequences and Products To Support Training. Unit trainers must also decide which products and information sources must be replicated or emulated to introduce external stimuli to the training events. The Flow Charts and Key Inputs and Outputs components help determine that information.

The flow charts are used to determine: (a) the flow of tasks during each battle phase; (b) vertical task linkages (to higher and lower echelon units); (c) horizontal task linkages (to tasks in other BFs for the echelon being analyzed); and (d) information input and output which affect relevant tasks. The flow charts provide a graphical description of tasks as they are sequenced within the framework of the battle phases. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may interact with preceding or subsequent tasks.

The Inputs section of the Key Inputs and Outputs component contains critical information, organized by the doctrinal product or means used to communicate it, required by participants to achieve the purpose of the BF. The information and products described must be replicated to drive training events. The Lessons Learned Integrated into the Task List component can also support identification of conditions to be replicated.

The Outputs section of the Key Inputs and Outputs component describes information which results from the performance of the BF tasks. The Outputs should be covered by performance standards and should usually be covered during the after action review (AAR). An excerpt from the Key Inputs and Outputs component of the BF 18 FA is shown in Figure D-7.

**KEY INPUTS****D - 4      GUIDANCE AND INFORMATION FROM THE DIVISION  
COMMANDER AND STAFF.**

- a. Division commanders verbal or written guidance.
- b. Operational situation reports (OPSITREPs).
- c. Periodic personnel report (PPREPT).
- d. Periodic intelligence report (PERINTREP).
- e. Periodic operation report (PEROPRPT).
- f. Periodic logistics report (PERLOGRPT).
- g. Periodic civil affairs report (PERCARPT).
- h. Engineer reports.
- i. Field artillery reports.
- j. Air defense artillery reports.
- k. Other reports of planning or critical combat information of interest to the brigades.

**KEY OUTPUTS****Bde - 3      BRIGADE WARNING ORDER**

- a. Mission, intent, and CCIR of brigade commander.
- b. Graphics.
- c. Types of fire support munitions available, including CSR and RSR.
- d. Enemy situation.
- e. Assets available for collection of information and intelligence.
- f. Task organization.

Figure D-7. Excerpt from Key Inputs and Outputs component of BF 18 FA.

d. Determining Prerequisite Training Tasks. If units are to obtain full benefit from training, participants must have previously achieved a level of proficiency in the individual and collective tasks required to enable safe and effective training of the selected tasks. Identification of such prerequisite tasks is accomplished by analyzing the Gate Tasks component. Trainers use this information to provide focus for individual training, subordinate echelon collective training, and staff training. An excerpt from the Gate Tasks component for the BF 1 FA contained in this research product is shown in Figure D-9.

**5. The brigade commander issues initial planning guidance.****S2**

[STP 34-35II-MQS, Intelligence]

- Conduct situation development [01-3381.01-4016].

**Officer Common Tasks:**

[STP 21-II-MQS, Common Tasks]

- Brief to Inform, Persuade, or Direct [01-9007.01-0250]
- Communicate effectively as a commander or staff officer [03-9001.12-0003]

**NCO Common Tasks for: All Primary and Special Staff NCOs**

[STP 21-24-SMCT, Common tasks]

- Prepare situation report [SITREP] [071-332-5022].
- Prepare a strip map [551-721-3359].
- Prepare an operation overlay [071-332-5000/ 71-3-3002[2] MTP 71-3].
- Conduct operations security [OPSEC] procedures [113-573-0002].
- Integrate risk management into mission [850-001-4001].

[ARTEP 71-3-MTP]

- Perform duties in a tactical operations center or admin/log command post [7-1-3904/3036].
- Analyze tactical mission statement [ARTEP 71-3 MTP, Task 71-3-3001].
- Prepare plans/orders/annexes IN ACCORDANCE WITH FM's 71-2 and 101-5 [7-1-3904[9] / 71-3-3002].
- Prepare operational journals [ARTEP 71-3 MTP, Task 71-3-2006[2]].
- Advise and assist staff on elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-0001].
- Maintain the current situation (71-3-3003).

Figure D-8. Excerpt from Gate Tasks component of BF 18 FA.

**Training Developers**

The TRADOC service schools (proponents) develop training materials to guide individual and collective training. Training development is conducted within the framework of the systems approach to training. The BF FAs support the systems approach for collective training by identifying not only the tasks for each type of unit, but also horizontal and vertical relationships within each BOS, relationships among BOS, and relevant details about the relationships. The descriptions of interrelationships, which describe the scope of required synchronization plus details about tasks and supporting tasks, provide training developers with information about the content of training which they are supporting.

Within TRADOC, current training development supports Force XXI. The BF FAs are especially germane to the WARFIGHTER XXI (collective) emphasis. The information in each BF FA can be applied within each of the five WARFIGHTER XXI components:

- Standard Army Training System (SATS)
- TSPs
- TADSS
- Standard After Action Review System (STAARS)
- Army Training Digital Library (ATDL)

### 1. Standard Army Training System

SATS is a computer-based software system that automates training management doctrine. The most direct connection of BF FAs to SATS is through the Combined Arms Training Strategy (CATS). This is the mechanism for establishing long-range and short-range unit training strategies. Each CATS identifies tasks, drills and exercises, TADSS, and resources to support training for each unit type. BF FA components help developers identify tasks to be addressed by the strategy; the FAs are especially useful for identifying staff tasks that are not currently included in ARTEP-MTPs. In addition, BF FAs directly support two elements of the CATS--Training Unit Audience and Prerequisite Training Gates. Training developers can extract information about the audience for training from the Key Participants by Task component. They can find prerequisites for the tasks in the Gate Tasks component. Figure D-9 shows extracts from the CATS for the Armor Battalion Task Force that were based on the BF FAs for the battalion task force.

Training Unit Audience	Prerequisite Training Gates
MOVEMENT TO CONTACT	
Full TF, including Slice (includes FSO/FSE, CEWI Assets, Engineer, ADA, TACP, TF Combat/Field Trains (BSA))	<b>TF Command Posts, Staff and Slice (Attached units, staff elements, and LNOs)</b> - Assessed at "T" level task proficiency in the performance of BOS functions and supporting tasks: 7-1-3003, 4, 5, 6, 7, 8, 9, 14, 15, 18, 19, 21, 22, 23 24, 27...

Figure D-9. Extract from CATS for battalion task force.

### 2. Training Support Packages

A TSP for collective training integrates training products, materials, and information necessary to train one or more tasks. BF FAs support development of unit preparation materials,

tactical materials, and trainer materials. Examples of how the components can contribute to development of TSPs include:

- The Task Lists component or Tasks Organized by Outcomes component can be a useful first draft for a training and evaluation outline. Since both lists may include tasks that are not explicitly described in ARTEP-MTPs, they are especially valuable in designing staff training.
- Training developers can augment the training and evaluation outline by providing tactics, techniques, and procedures drawn from Lessons Learned Integrated into the Task List component.
- Several components work together to specify conditions that must be replicated for realistic training. The Flow Charts and Key Participants by Task components show the type of horizontal and vertical interactions that should be built into the scenario. The Task Lists and Key Inputs and Outputs components describe the scope of those interactions. The inputs and outputs can be especially useful in packaging required information to train particular tasks.
- In addition to setting out the conditions, the Purpose and Outcomes and Key Inputs and Outputs components can be the basis for building “A Way” demonstrations of how the various units, sections, and individuals are synchronized during the operation and what results the event/exercise should produce.
- The Purpose and Outcomes component can be a guide for organizing an AAR. Once an OC identifies an outcome to be sustained or improved, the Tasks Organized by Outcomes component can be used to identify particular tasks and supporting tasks to address in the AAR.

### **3. Training Aids, Devices, Simulators, and Simulations**

BF FAs support TADSS development by defining requirements in terms of tasks which should be performed. In other words, the BF FAs describe the “what” of training so that TADSS developers can develop the “how.” The FAs are especially valuable for specifying interactions between echelons and among units. Three components give such information: Flow Charts, Tasks Linked to Other BFs/Units, and Key Participants by Task.

### **4. Standard After Action Review System**

STAARS will be linked to live, virtual, and constructive exercises and operations with the intent of translating lessons learned into leader development and collective training concepts, methods, and strategies. Since BF FAs structure assessments at successively precise levels (mission, BOS, BF, outcome, and task), they would be well suited to an automated feedback system. The BF FAs can also provide a useful level for aggregating CTC-based lessons learned

between the task and BOS levels. In the same way that the Purpose and Outcomes component can facilitate AARs by CTC OCs, the information in that component can structure lessons learned.

## **5. Army Training Digital Library**

The ATDL is a repository of digital information related to training. BF FAs are compatible with ATDL formats and some FAs have been partially formatted into the Automated Systems Approach to Training. ATDL makes it possible to share the information from BF FA components with commanders in the field through the interactive electronic “library without walls” that provides digitized access to training information. In addition, the BF and outcome structure could be useful in organizing task-related information within ATDL.

## Appendix E

### ACRONYMS AND ABBREVIATIONS

This component identifies the acronyms used by the authors in the function analysis. Acronyms were derived from relevant doctrinal publications.

A2C2	Army airspace command and control
ABCS	Army battle command system
ABE	assistant brigade engineer
ACP	airspace control plan
AD	air defense
ADA	air defense artillery
ADALO	air defense artillery liaison officer
ADC	area damage control
ADCOORD	air defense coordinator
ADO	air defense officer
ADW	air defense warning
AGM	attack-guidance matrix
AI	air interdiction
ALO	air liaison officer
ANGLICO	air and naval gunfire liaison company
AO	area of operations
ARI	Army Research Institute
ARTEP	Army Training and Evaluation Program
ASAS	all source analysis system



ASP	ammunition supply point
ASR	alternate supply route
ATC	air traffic control
ATO	air tasking order
ATP	ammunition transfer point
ATS	air traffic services
AVLO	aviation liaison officer
avn	aviation
AXP	ambulance exchange point
BCC	battlefield circulation control
BDA	battle damage assessment
Bde	brigade
BF	battlefield function
BMNT	begin morning nautical twilight
Bn	battalion
Bn TF	battalion task force
BOS	battlefield operating system(s)
BSA	brigade support area
C2	command and control
C2V	command and control vehicle
C2W	command and control warfare

C3	command, control, and communications
C3I	command, control, communications, and intelligence
CALL	Center for Army Lessons Learned
CAS	close air support
CCIR	commander's critical information requirements
CE	communications and electronics
CEB	clothing exchange and bath
CGSC	Command and General Staff College
CHS	combat health support
CI	counterintelligence
CL	classes
CL I	subsistence items
CL II	individual equipment, clothing, tool sets, house keeping supplies
CL III	petroleum, oils, lubricants
CL IV	construction and barrier material
CL V	ammunition
CL VI	personal demand items
CL VII	major end items
CL VIII	medical material
CL IX	repair parts and components
CMLO	chemical officer

CMO	civil-military operations
Co	company
COA	course of action
COLT	combat observation lasing team
COMSEC	communications security
COSCOM	corps support command
CP	command post
CS	combat support
CSM	command sergeant major
CSR	controlled supply rate
CSS	combat service support
DISCOM	division support command
DIVARTY	division artillery
DP	decision point
DS	direct support
DSA	division support area
DST	decision support template
DTDD	Directorate of Training Doctrine and Development
DTTP	doctrine, tactics, techniques, and procedures
EAC	echelons above corps
EBA	engineer battlefield assessment

EC	electronic combat
ECCM	electronic counter countermeasures
EEFI	essential elements of friendly information
EEI	essential elements of information
EENT	end evening nautical twilight
ENGR	engineer
EMP	electro-magnetic pulse
Engr	engineer
EPW	enemy prisoner(s) of war
EW	electronic warfare
FA	field artillery
FARP	forward arming and refuel point
FASCAM	family of scatterable mines
FCC	flight coordination center
FDC	fire direction center
FIST-V	fire support team vehicle
FLE	forward logistics element
FLOT	forward line of own troops
FM	field manual
FN	field note
FO	forward observer
FOC	flight operations center

FORSCOM	U.S. Army Forces Command
FRAGO	fragmentary order
FSB	forward support battalion
FSCM	fire support coordinating measure
FSCOORD	fire support coordinator
FSE	fire support element
FSEM	fire support execution matrix
FSO	fire support officer
G3	ACofS, operations and plans
GRREG	graves registration
GS	general support
HET	heavy-equipment transporter
HHC	headquarters and headquarters company
HIMAD	high- to medium-altitude air defense
HN	host nation
HPT	high payoff targets
HPTL	high payoff target list
HQ	headquarters
HSS	health service support
HVT	high-value target

IAW	in accordance with
IEW	intelligence and electronic warfare
IFF	identification, friend, or foe
IMC	instrument meteorological condition
intel	intelligence
INTSUM	intelligence summary
IP	initial point
IPB	intelligence preparation of the battlefield
ITTBBST	Innovative Tools and Techniques for Brigade and Below Staff Training
JAAT	joint air attack team
JRFL	joint restricted list
JRAC	joint rear area coordinator
JSEAD	joint suppression of enemy air defense
LADW	local air defense warning
LAN	local area network
LANTIRN	low-altitude navigation and targeting infrared for night
LD	line of departure
ldr	leader
LLTR	low level transit route
LNO	liaison officer
LOC	lines of communication

LOGPAC	logistics package
LOGSTAT	logistics status report
LP	listening posts
LRP	logistics release point
LTIOV	latest time intelligence of value
LZ	landing zone
MBA	main battle area
MCI	minimum critical information
MCM	Multi-Command Manual
MCO	movement control officer
MCOO	modified combined obstacle overlay
MDMP	military decision-making process
MEDEVAC	medical evacuation
METT-T	mission, enemy, terrain, troops, and time available
MI	military intelligence
MIJI	meaconing, intrusion, jamming, and interference
MOPP	mission-oriented protective posture
MOS	military occupational specialty
MOUT	military operations on urbanized terrain
MP	military police
MSR	main supply route

NAI	named area of interest
NAVAIDS	navigation aids
NBC	nuclear, biological, and chemical
NBCWRS	NBC warning and reporting system
NCO	noncommissioned officer
NGLO	naval gunfire liaison officer
NSF	naval surface fires
NVG	night vision goggles
OB	order of battle
OC	observer-controller
OCOKA	observation and fields of fire, cover and concealment, obstacles, key terrain, avenues of approach
OEG	operational exposure guide
O&I	operations and intelligence
OP	observation post
OPCON	operational control
OPLAN	operations plan
opns/(ops)	operations
OPORD	operations order
OPSEC	operations security
OPSITREP	operational situation report
OR	operational readiness



P2	procedural and positive
PAC	personnel and administration center
PADS	position azimuth determining system
PERCARPT	periodic civil affairs report
PERINTREP	periodic intelligence report
PERLOGRPT	periodic logistic report
PEROPRPT	periodic operation report
PERSTAT	personnel status
PGM	precision guided munitions
PIR	priority intelligence requirements
PLL	prescribed load list
Plt	platoon
PM	provost marshal
POC	point of contact
POL	petroleum, oils, and lubricants
PPREPT	periodic personnel report
PRF	pulse repetition frequency
PSNCO	personnel services non-commissioned officer
PSYOP	psychological operations
PX	post exchange
PZ	pickup zone

R&S	reconnaissance and surveillance
RDO	radar deployment order
ROE	rules of engagement
ROM	refuel-on-the-move
ROZ	restricted operations zone
RSR	required supply rate
S1	adjutant/personnel officer, brigade and battalion staff
S2	intelligence officer, brigade and battalion staff
S3	operations and training officer, brigade and battalion staff
S4	supply/logistics officer, brigade and battalion staff
S5	civil-military operations, brigade and battalion staff
SALT	supporting arms liaison team
SATCOM	satellite communications
SCATMINE	scatterable mine
SEAD	suppression of enemy air defenses
sgt	sergeant
SIGSEC	signals security
SITMAP	situation map
SITREP	situation report
SIT TEMP	situation template
SME	subject matter experts

SO	signal officer
SOF	special operations forces
SOI	signal operating instructions
SOP	standing operating procedures
SOR	specific orders and requests
SPINS	special instructions
SPOTREP	spot report
Sr	senior
Sup	supply
SYSCON	systems control
TAC	tactical; tactical command post
TACAIR	tactical air
TAI	targeted area of interest
TAMMS	The Army Maintenance Management System
TCF	tactical combat force
TCP	traffic control point
TF	task force
TOC	tactical operations center
TOE/TO&E	tables of organization and equipment
TSOP	tactical standing operating procedures
TSS	target selection standards
TVA	target value analysis

UAV	unmanned aerial vehicle
ULLS	unit level logistics systems
UMT	unit ministry team
USAARMC	United States Army Armor Center
USAF	United States Air Force
USMC	United States Marine Corps
USN	United States Navy
VMC	visual meteorological condition
WAN	wide area network
WARNO	warning order
WCS	weapons control status
WSRO	weapons system replacement operations
XO	executive officer