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Direct and Lead Units in Execution of Battle (Battlefield Function 20) as Accomplished by a Forward Support Battalion Volume 2: Assessment Package

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Kathleen A. Quinkert, Contracting Officer's Representative

14. ABSTRACT *(Maximum 200 words)*:

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 assessment package for BF 20 as performed by the forward support battalion.

15. SUBJECT TERMS

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Functions	Analysis of Functions	Command and Control	

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FOREWORD

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 assessment procedures described in this report are based on a function analysis resulting from 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, one of which is the Forward Support Battalion.

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

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DIRECT AND LEAD UNITS IN EXECUTION OF BATTLE (BATTLEFIELD FUNCTION 20) AS ACCOMPLISHED BY A FORWARD SUPPORT BATTALION VOLUME 2: ASSESSMENT PACKAGE.

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INTRODUCTION

The results of the Army Research Institute's examination of battlefield functions (BFs) relevant to a brigade combat team's combined arms operations are in a series of two volume sets. These sets cover brigade headquarters and the supporting units of air defense artillery battery, engineer battalion, field artillery battalion, and forward support battalion. Volume 1, Function Analysis, identifies and describes information and tasks necessary to accomplish the function. The analysis is targeted at planning and conducting collective training. Volume 2 provides an Assessment Package. It implements an assessment approach that identifies the purpose of the unit's action in relation to the function. This provides a basis for appraising the performance of the function and the outcomes resulting from it. The assessment package is intended to support the conduct of a training event, such as a field training exercise (FTX) or command post exercise (CPX). The package assists assessment planning, data collection, and using the collected data in the conduct of after action reviews (AARs). The materials assume skilled observers who can quickly identify when a unit is performing especially well or not, and, if not, the nature of the problem. Nothing in the Assessment Package can substitute for that expertise. The package adds value to two aspects of assessment. First, consistency in the assessment of multiple observers is facilitated through the consideration of the same outcomes and tasks. Second, efficiency in the assessment and AAR process is enhanced.

This assessment package is for the forward support battalion. It is organized to allow a commander or other observer to consider performance at several levels associated with increasingly focused questions:

- Did the unit achieve the purpose of the BF (e.g., for BF 19, to provide leadership, direction, command, and control during preparation for the battle)?

- If the purpose was not achieved, which outcomes did not occur? (e.g., Did 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?)

- If an outcome did not occur or if performance was exemplary, what components of the outcome (e.g., backbriefs, rehearsals) or clusters of tasks (e.g., rehearsal tasks related to level of participation, priority of tasks, and realism) were notable strengths or weaknesses?

The tools provided in this Assessment Package include:

- Worksheet: This provides a means to record brief answers to each of above three questions.

- Assessment Strategy and Assessment Scale: The Strategy section advises where assessment personnel should be stationed to both observe performance, and review incoming information and outgoing products. The Assessment Scale can be used to assign evaluative ratings to both observations and products.

- Outcome Assessment Observations and Diagnostic Aids: These forms guide observers in making their evaluative ratings and then in further specifying, or diagnosing, any weakness in the observed performance.

- Product Review Measures of Effectiveness: These forms provide a means for collecting information regarding each of the products. They identify the products to be reviewed, which items to evaluate, and the information to be recorded.

Planning Assessment

The Assessment Strategy tool, briefly noted above, lists all outcomes that could be addressed, suggests where observers should be located, and specifies activities and products to be observed. The strategy helps commanders decide which outcomes should be addressed, guides the estimate of the number of observers and types of enemy forces required, and identifies the relevant assessment tools in the package (e.g., measures of effectiveness, outcome assessment guides, and diagnostic aids).

Conducting AARs

In assessing the training and organizing the AAR, the commander or observer progresses through three decisions. The first decision is whether the function was accomplished and if it should be addressed in the AAR. This decision is typically based on whether the unit accomplished the purpose of the function and the outcomes that support the purpose. The next level of choice is the selection of function outcomes that are appropriate for the AAR. This analysis is supported by objective measures in the Assessment Package's tables and a framework for systematic expert judgment concerning performance related to the outcome. The third level of selection concerns the specific behavior related to the outcome that was pivotal to the unit's success or failure. This selection is aided by data collected in accordance with the observation and product review guides for each component. In complex outcomes, the performance requirements are broken into components to help the commander or other observers focus their attention. In all cases, related tasks and supporting tasks are summarized to describe behavior required to achieve the outcome. Two types of measures help provide the desired consistency and efficiency.

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Outcome Assessment Guides. These guides usually require the commander or observer to be present to watch the unit's actions and judge the results. Tasks and supporting tasks associated with each outcome are grouped into likely strengths or weaknesses. The guides are supported by diagnostic aids tied to the function analysis in Volume 1. The diagnostic aids list the tasks and supporting tasks that apply to the outcome components and task summaries.

Product Review Measures of Effectiveness. These measures help anchor the assessment with objective data. The tables associated with the measures of effectiveness should be completed for each event that covers the relevant outcomes. Over time, the measures will provide a context for showing how performance compares with other units or with previous performance by the subject unit. Many of the measures can be completed based on products, so the commander or observer does not have to view the performance. There should, however, be a mechanism in place to collect and process the information before the AAR.

WORKSHEET

MISSION _____

DATE _____

UNIT _____

Briefly state the intents of the division support command (DISCOM) and armored brigade commanders for this mission:

DISCOM commander's intent:
Armored brigade commander's intent:

PURPOSE OF THE BF: To provide combat service support (CSS) which sustains the supported armored brigade's ability to accomplish its mission within the division support command (DISCOM) and armored brigade commanders' intents.

Did the battalion achieve this purpose?   (Circle one):   YES   NO

If this performance exceeded the standard, please describe any techniques of superior performance. These are techniques that you believe should be cited in the AAR and, perhaps, relayed through lessons learned agencies to be shared with the rest of the Army.

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WORKSHEET (Continued)

Outcome	Achieved?	Notes
OUTCOME 1: The forward support battalion (FSB) command post (CP) maintains continuous communications with higher, adjacent, and subordinate elements, to include all brigade support area (BSA) elements.	Y　　N	
OUTCOME 2: The FSB commander, other decision makers within the BSA, and the FSB staff receive, evaluate, and process timely and accurate information during mission execution.	Y　　N	
OUTCOME 3: Tactically sound recommendations are developed and critical information is communicated by the FSB staff, subordinate commanders and supported unit commanders.	Y　　N	
OUTCOME 4: Sound (suitable, feasible, acceptable) decisions are made by the FSB commander and others within the FSB.	Y　　N	

Outcome	Achieved?		Notes
OUTCOME 5: Affected units and personnel receive relevant direction, changes, and refinements to the plan in time to perform troop leading procedures (TLPs) and execute coordinated and integrated actions.	Y	N	
OUTCOME 6: Subordinate leaders demonstrate an understanding of the critical elements of their mission and mission essential tasks, the FSB mission, and the FSB commander's intent.	Y	N	
OUTCOME 7: Soldiers are motivated and disciplined, and units maintain cohesion during the battle.	Y	N	
OUTCOME 8: The FSB command, control, communications, and intelligence (C3I) capability is effective, survives, and is prepared for the next mission.	Y	N	

ASSESSMENT STRATEGY

Locations to observe unit performance and aspects of that performance relevant to assessment are suggested for each Outcome. The suggested locations and focus/focuses are not meant to be an exhaustive or all inclusive list.

Outcome	Location and Focus of Assessment
OUTCOME 1: The FSB command post (CP) maintains continuous communications with higher, adjacent, and subordinate elements, to include all brigade support area (BSA) elements.	(Use Tables 2 and 3) • With FSB CP to monitor communication to and from: DISCOM, brigade, subordinate FSB units, and BSA elements. • Appraise continuity of communications if FSB CP moves or if location or tempo of battle changes. • Check FSB operation of net control station (NCS).
OUTCOME 2: The FSB commander, other decision makers within the BSA, and the FSB staff receive, evaluate, and process timely and accurate information during mission execution.	**Focus is on Situational Awareness (seeing the battlefield), based primarily on collection and evaluation of information by the staff.** (Use Tables 4, 6, 7, and 9) • With FSB CP and BSA elements to monitor gathering of information during battle. • With FSB CP and BSA elements to monitor evaluation of battlefield information and updating of products (templates, matrices, etc.). • Compare staff time required to evaluate information and update products to time available to keep pace with requirements of supported brigade. • Compare accuracy of information and updates to products to actual mission, enemy, terrain, troops, and time available (METT-T) (Situational Awareness: Appraise both during and after the battle).

Outcome	Location and Focus of Assessment
OUTCOME 3: Tactically sound recommendations are developed and critical information is communicated by the FSB staff, subordinate commanders and supported unit commanders.	**cus is the staff providing information** se Tables 3, 4, 6, and 9) • With FSB CP and BSA elements to monitor development of recommendations for FSB commander. • Compare recommendations to actual METT-T (Situational Awareness: Appraise both during and after the battle).

OUTCOME 4: Sound (suitable, feasible, acceptable) decisions are made by the FSB commander and others within the FSB.	**Focus is the commander's assessment and decision making (development of the FRAGO, if needed).** (Use Tables 1, 6, 7, and 9)
	• With FSB commander and FSB staff to appraise (both before and after the battle):
	  -- Suitability: will course of action (COA) selected accomplish mission and meet intent of brigade commander?
	  -- Feasibility: does FSB have means (time and physical resources) to execute COA selected?
	  -- Acceptability: will COA selected risk unacceptable losses of personnel or equipment, or place FSB in an untenable position with respect to anticipated follow-on mission(s)?
	• Development of fragmentary order (FRAGO).

Outcome	Location and Focus of Assessment

OUTCOME 5: Affected units and personnel receive relevant direction, changes, and refinements to the plan in time to perform troop leading procedures (TLPs) and execute coordinated and integrated actions.	**Focus is on implementing commander's intent, actual production of the FRAGO, issuing and disseminating FRAGOs, and units having time to implement; i.e., being/doing what is required.** (Use Tables 2, 3, 5, 7, 8, and 9)
	• With FSB staff to monitor production and dissemination of FRAGO.
	• With FSB subordinate units to monitor receipt of changes and refinements to plans.
	  -- Do subordinate units have time to execute required actions?
	  -- Do subordinate units have time to execute TLPs and perform required actions?
	• Appraise support provided by FSB to brigade.
	• Appraise defense of BSA.

OUTCOME 6: Subordinate leaders demonstrate an understanding of the critical elements of their mission and mission essential tasks, the FSB mission, and the FSB commander's intent.	**Focus is on demonstration of understanding by briefback and by execution of correct actions.** (Use Tables 1, 3, and 9)
	• With FSB commander when:
	  (1) he meets with subordinate FSB leaders to receive information and issue directions, and
	  (2) he receives reports from subordinates.
	• Check that FSB commander is, himself, checking to ensure subordinate leaders understand their mission and the FSB commander's intent and concept.
	• With subordinate units to assess extent to which they execute their mission and achieve the FSB commander's intent.

OUTCOME 7: Soldiers are motivated and disciplined, and units maintain cohesion during the battle.	(Use Table 9) • With FSB commander to monitor leadership techniques. • With subordinate units to check morale, cohesion, awareness of situation, among soldiers.

Outcome	Location and Focus of Assessment
OUTCOME 8: The FSB command, control, communications, and intelligence (C3I) capability is effective, survives, and is prepared for the next mission.	(Use Tables 2, 3, 5, and 10) • With FSB CP and subordinate leaders to determine if command and control (C2) capability survives. • If a key C3I system becomes combat ineffective an alternative system rapidly takes its place. • If the FSB commander becomes combat ineffective the succession of leadership plan is implemented effectively. • Is FSB commander able to confirm that FSB is prepared to continue with the next mission?

ASSESSMENT SCALE

Whenever the unit's performance must be rated with respect to an outcome, or component of an outcome, the rating should be on the scale Adequate, Marginal, Not Adequate, defined below. Whenever these ratings are required, the outcome (or component) will be framed in a box with the rating scale, as in this example:

OUTCOME 1: The FSB CP maintain continuous communications with higher, adjacent, and subordinate elements, to include all BSA elements.	Adequate	Marginal	Not Adequate

In each case, circle the appropriate rating, using the scale below for guidance:

Adequate	**Marginal**	**Not Adequate**
The unit can successfully achieve the outcome to standard. Outcome is achieved with no significant shortcomings.	The unit can successfully achieve the outcome with some shortcomings.	The unit cannot achieve the outcome to standard.

Two sub-sections are included with each Outcome's section to assist in the selection of an appropriate rating. These sub-sections should be used if the observer requires more information upon which to base a rating or requires precision to focus planning for training:

1) The first sub-section consists of assessment statements which orient the observer on observable performances related to the tasks contributing to achieving the Outcome. The assessment statements were derived by incorporating the substance of several tasks.

2) The second sub-section entitled Diagnostic Aid lists the tasks and subtasks supporting that particular Outcome. The diagnostic aid permits selection of specific tasks to facilitate planning future training.

Where appropriate due to complexity, some Outcomes have been divided into outcome components which are assessed separately.

OUTCOME ASSESSMENT OBSERVATIONS AND DIAGNOSTIC AIDS

OUTCOME 1 ASSESSMENT

	Adequate	Marginal	Not Adequate
OUTCOME 1: The FSB command post (CP) maintains continuous communications with higher, adjacent, and subordinate elements, to include all brigade support area (BSA) elements.			

(Use Tables 2 and 3)

Assessment Statements

- The FSB commander positions where he can best direct and lead, observe the battlefield, and synchronize operations.

- The FSB commander positions to enable communications with the brigade and DISCOM commanders, FSB subordinate commanders, the FSB CP, and supported brigade units (BSA elements).

- The FSB commander positions the FSB CP to communicate with the brigade and DISCOM command posts, FSB subordinate unit command posts, and supported brigade units (BSA elements).

- The FSB communications section operates the net control station (NCS).

- If a displacement is necessary, the FSB CP moves by split echelon to maintain continuous communication capability.

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OUTCOME 1 DIAGNOSTIC AID

OUTCOME 1: The FSB command post (CP) maintains continuous communications with higher, adjacent, and subordinate elements, to include all brigade support area (BSA) elements.

<u>Task Elements</u>

1. **The forward support battalion commander directs and leads subordinate forces.** [Army Training and Evaluation Program (ARTEP) 63-005-MTP (mission training plan), Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1031, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1045 63-1-1050, 63-1-1052 and 63-1-R303; field manual (FM) 63-20 Chap 6, pp. 3-12, 5-4, 5-5, 5-9, 5-10, 5-13, 5-14, 6-2, 6-4, 6-5; FM 101-5, Chap 1, 2, 3, 4, 5, 6, App A, B, C, D, E, F, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6, 8; Battle Command, pp. 10-39, 42-45; U.S. Army Training and Doctrine Command (TRADOC) pamphlet (Pam) 11-9, Chap 7, appendix (App) D; Command and General Staff College (CGSC) student text (ST) 22-102]

1a. The FSB commander directs subordinate forces.

1a2 The FSB commander positions himself where he can best direct and lead, observe the battlefield, and synchronize operations: [FM 101-5, Chap 1, 2, 3; Battle Command Techniques and Procedures, Chap 2, 3 & 4; CGSC ST 22-102]

   a) Ensures that people and equipment needed for him to move about the battlefield and to communicate are organized and prepared to move on short notice.

   b) Selects positions that enable communications with:
      (1) Brigade and DISCOM commanders.
      (2) FSB subordinate commanders.
      (3) The FSB CP.
      (4) Supported brigade units.

   c) Other criteria for selecting locations for the FSB commander:
      (1) Capability to exercise command of the FSB and the BSA through the depth of the battlefield (e.g., FSB CP can maintain communications with all elements in the BSA, the forward logistics element (FLE), the brigade CP, and the DISCOM CP).
      (2) Non-interference with the exercise of command by FSB subordinate commanders and leaders.
      (3) Enhanced opportunities to see the battle, to conduct necessary coordination, and to provide guidance.

(4)   Provision of redundant C2 in high risk situations.

5.   **The forward support battalion command post manages and maintains command, control, and communications.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1041, 63-1-1045; Battle Command Techniques and Procedures Chap 4; FM 101-5, Chap 5 & 6, App B & L, p. 6-5; FM 63-20, pp. 3-2, 4-15, 6-4, 6-5, and App A; combat training center (CTC) Bulletin No. 95-4, Chap 1; CGSC ST 22-102]

5a.   The FSB CP manages means of communicating information. [FM 101-5, Chap 6 and App B, L]

5a5   All FSB CPs eavesdrop on lower and adjacent units' command and administrative/logistics (A/L) nets for information.

5a7   FSB CPs communicate routine information per the FSB tactical standing operating procedures (TSOP). [FM 101-5, p.6-5]

5a8   The FSB CP:

a)   Establishes and maintains communications between the FSB CP and bases, base clusters, or other units in support of brigade rear area operations. The FSB CP maintains communications on the: [FM 63-20, p. 4-15]

(1)   FSB command operations net (net control station).
(2)   Brigade command net.
(3)   Brigade A/L net.
(4)   DISCOM command/operations net.
(5)   Rear operations communications net.

b)   Collocates with brigade rear CP.

5b.   The FSB CP maintains command, control, and communications (C3) throughout the battle.

5b1   The FSB commander positions the FSB CP as necessary to maintain communications with the DISCOM, brigade, subordinate FSB units, and BSA elements.

5b2   The FSB communications section operates the net control station. [ARTEP 63-005-MTP, Task 63-1-1041]

5b3   FSB CPs move to maintain survivability and communications in coordination with brigade rear CP. [FM 63-20, App A]

a) The CP officer-in-charge establishes the CP into two echelons that each consists of vehicles with adequate communications equipment and personnel to provide a continuous communications capability. [FM 63-20, App A]

b) The first echelon moves to the new CP site. [FM 63-20, App A]

   (2) The first echelon arrives at the new site and establishes communications with all FSB elements and the brigade and DISCOM headquarters.

c) The new CP starts operations. [FM 63-20, App A]

   (1) Communications are established.

d) The new FSB CP identifies itself as operational and reassumes its C2 functions.

e) Once the new CP is established, the second echelon breaks down its equipment and moves to the new CP site. [FM 63-20, App A]

f) C2 of the FSB is maintained during the displacement of the FSB CP. [FM 63-20, App A]

6. **The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1035, 63-1-1036, 63-1-1042, 63-1-1045, 63-1-1052, 63-1-1053; FM 63-20, Chap 6, pp. 3-2, 3-3, 3-4, 3-5, 5-6, 5-7, 5-8, 5-9, 6-4, 6-6, 6-7]

6b. The FSB conducts its own reorganization.

6b4 The control and assessment CP coordinates base restoration activities. [ARTEP 63-005-MTP, Task 63-1-1053]

c) Establishes system for area damage control (ADC) communications to transmit all required information and data. [ARTEP 63-005-MTP, Task 63-1-1053]

OUTCOME 2 ASSESSMENT

OUTCOME 2: The FSB commander, other decision makers within the BSA, and the FSB staff receive, evaluate, and process timely and accurate information during mission execution.

Component A. The FSB commander and staff obtain accurate information during the execution of the battle.	Adequate	Marginal	Not Adequate

(Use Tables 4, 6, 7, and 9)

Assessment Statements

- FSB CP and staff support the mission by exchanging information with brigade, DISCOM, supporting, and supported units.

- FSB staff obtains information that is critical to assisting the FSB commander to synchronize the execution of the FSB support of the brigade battle.

- FSB executive officer (XO) manages the flow of information in and through the FSB CP.

- FSB S2/S3 intelligence section obtains:
  - Information that answers the commander's critical information requirements (CCIR).
  - Information related to enemy dispositions, composition, intentions.
  - Information related to the FSB's capability to continue to collect intelligence information.

- FSB S2/S3 operations section obtains:
  - Changes to mission concept or plan from FSB commander.
  - FRAGOs and warning orders (WARNOs) from DISCOM or brigade headquarters (HQ).
  - Information concerning effectiveness of FSB operations security (OPSEC) measures.
  - BSA units' situation reports (SITREPs) and graphics.
  - Requests for resources from subordinate FSB units.
  - Recommendations from subordinate FSB commanders.
  - Information required for confirming, refining or changing the decision support template (DST).
  - Updates from the FSB S1 and S4.

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- Information concerning defense and terrain management from all BSA elements.

- FSB S1 section obtains personnel information:
  - Personnel status from FSB subordinate units.
  - Personnel information from brigade and DISCOM S1s.
  - Morale and discipline indicators from DISCOM and brigade special staff officers.
  - Information from military police (MP) platoon leader concerning enemy prisoner(s) of war (EPW) processing and evacuation requirements.

- FSB S4 section obtains logistics information:
  - Logistics reports from FSB subordinate units -- status of supplies, equipment readiness.
  - Logistics reports from supported units -- equipment readiness, supply stockage, and resupply status.

- FSB support operations section obtains information:
  - Changes to guidance, priorities and requirements from the DISCOM commander and the brigade S4.
  - Information from the main support battalion (MSB) regarding backup CSS support.
  - Information from the division material management center (DMMC) concerning supply and maintenance management support.
  - Information from supported units regarding their CSS status and requirements.
  - FSB's operational stockage levels to ensure assets exceed requirements.
  - Transportation movement operations to ensure efficient response in coordination with the DISCOM movement control officer (MCO).
  - Petroleum, oil, and lubricants (POL) portion of push-packages to ensure required amounts are forwarded.
  - Brigade battle losses to identify Class (CL) VII replacement requirements.

Component B. FSB staff officers evaluate information and update products during the execution of the battle.

Adequate	Marginal	Not Adequate

Assessment Statements

- FSB S2/S3 intelligence section evaluates intelligence information, identifies significant changes to the situation, and updates intelligence products:

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- DST.
- Event matrix.
- Operational graphics.
- Operations estimate.
- Situation map.

- FSB S2/S3 operations section evaluates operations information to ensure synchronization and updates operations control measures:
  - Current situation maps and overlays.
  - The DST (in conjunction with FSB XO and commander).
  - Synchronization matrix.
  - Operations overlays for the supported brigade and BSA.
  - FSB plans map, with CSS overlay, to support future brigade operations.

- FSB S1 section evaluates personnel information, and updates S1 products:
  - Calculates probable internal medical support requirements and coordinates schedules, locations, and capabilities with supporting medical element.
  - Assesses FSB preventive medicine measures for compliance with FSB TSOP.
  - Verifies casualty feeder reports from subordinate elements.
  - Consolidates subordinate elements' strength reports.
  - Prepares standard installation/division personnel system (SIDPERS) transactions and reports: deceased transaction; organization strength report.
  - Prepares personnel status (PERSTAT) report in accordance with TSOP.

- FSB S4 section evaluates information about maintenance, transportation, and supply, and updates S4 products:
  - Percent fill of combat basic loads.
  - Adequacy of CSS supply assets.
  - Number and type of equipment systems on hand and operational.
  - Systems non-mission capable and projections for repair and return of essential vehicles and other equipment.
  - On-hand Class IX and prescribed load list (PLL) stockage levels.

- FSB support operations section evaluates information pertaining to support of the brigade, and updates support operations information:

- Current status of subordinate units (personnel strength, supplies and equipment operational readiness).
- Current supply status of all brigade units.
- Current logistics and health service support (HSS) situation map.
- Customer list to reflect changes in requirements, workloads, and priorities.
- FSB support overlay.
- Current mission essential item chart.
- Section workbook.

OUTCOME 2 DIAGNOSTIC AID

OUTCOME 2: The FSB commander, other decision makers within the BSA, and the FSB staff receive, evaluate, and process timely and accurate battlefield information during mission execution.

<u>Task Elements</u>

Component A. The FSB commander and staff obtain accurate information during the execution of the battle.

1.   **The forward support battalion commander directs and leads subordinate forces.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1031, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1045 63-1-1050, 63-1-1052 and 63-1-R303; FM 63-20 Chap 6, pp. 3-12, 5-4, 5-5, 5-9, 5-10, 5-13, 5-14, 6-2, 6-4, 6-5; FM 101-5, Chap 1, 2, 3, 4, 5, 6, App A, B, C, D, E, F, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6, 8; Battle Command, pp. 10-39, 42-45; TRADOC Pam 11-9, Chap 7, App D; CGSC ST 22-102]

1e.   The FSB commander coordinates and integrates support of tactical operations. [FM 101-5 Chap 1, 5, 6; Battle Command, pp. 42-45, Battle Command Techniques and Procedures, Chap 2, 4; CGSC ST 22-102]

1e2   The FSB commander integrates and coordinates combat power in consideration of factors associated with each battlefield operating system (BOS). [TRADOC Pamphlet 11-9, Chap 7, App D; FM 101-5, Chap 1, 3, 4, App, A, B, C, D, E, F, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6; Battle Command, pp. 10-39]

   c)   Mobility-survivability (M/S): The FSB commander. [Battle Command Techniques and Procedures, Chap 8]

        (5)   Monitors OPSEC: The FSB S2/3 section supervises BSA participation in the overall brigade OPSEC plan. [ARTEP 63-005-MTP, Task 63-1-1037]

             (c)   Inspects BSA units' positions for OPSEC effectiveness. [ARTEP 63-005-MTP, Task 63-1-1037]

   d)   Command and control: The FSB commander: [FM 101-5, Chap 5; Battle Command Techniques and Procedures, Chap 4]

        (1)   Positions himself where he can best command and control logistical support of the brigade while maintaining command and control over the tactical situation in the BSA (mission, enemy, terrain, troops and time available [METT-T] dependent) and:

             (c)   Changes CCIR as required to meet his information needs.

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h) The FSB commander integrates C2 requirements with the other BOS.

(6) FSB CPs and staff are prepared to support the mission.

(a) Receive, process, and disseminate information.

(b) Exchange information with the DISCOM, brigade, and supported units.

2. **The forward support battalion command post supports coordination and integration by acquiring, evaluating, and communicating information.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1034, 63-1-1037, 63-1-10 40, 63-1-1042, 63-1-1050, 63-1-1051, 63-1-1052; FM 63-20 Chap 3, 5, 6, pp. 5-13, 6-2, 6-3, 6-4, 6-7, 6-8; FM 101-5 Chap 3, 5, 6, App A, B, C, L, pp. 3-84, 3-85 3-86, 6-2, 6-8, 6-11, 6-16, 6-34, C-4, C-5, C-7, C-8, C-9; FM 6-20-40 p. 26; FM 6-20-50 App C; FM 34-130 Chap 2; TRADOC Pam 11-9, Chapter 7 and App D; Battle Command Techniques and Procedures Chap 2, 3, 4, 5]

2a. The FSB CP acquires information. [TRADOC Pam 11-9, Chap 7, App D; FM 34-130, Chap 2; FM 101-5, Chap 3 pp. 3-84, 4, 6, App A, C; Battle Command Techniques and Procedures, Chap 2, 3, 4, 5]

2a1 The FSB staff members, operating out of the CP as directed by the FSB commander or FSB TSOP, obtain information during the execution of the battle that:

a) Is critical to their or other staff officers' responsibilities for assisting the FSB commander to integrate the execution of the FSB's support of the brigade battle. [FM 101-5, pp. 6-33, 6-34]

b) Is focused on satisfying the FSB CCIR. [FM 101-5, pp. 6-8, 6-11, 6-16, and C-4]

2a2 The FSB XO manages the acquisition, flow, and exchange of information to, from, and within the FSB CP. [FM 101-5, pp. 6-2, 6-11, 6-34]

2a3 The FSB command sergeant major (CSM) obtains information on matters such as:

a) Morale, discipline, and adherence to standards by FSB soldiers.

b) The FSB's capability to support combat operations.

c) The CSS system.

d) The welfare of FSB soldiers.

e) Topics requested by the FSB commander.

2a4 The FSB S2/3 intelligence section obtains intelligence information. [FM 101-5, p. C-7, C-8; FM 34-130, Chap 2]

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a) The FSB S2/3 intelligence section obtains information from: [FM 101-5, App L]

    (1) Division, brigade, and DISCOM headquarters.

        (a) Intelligence preparation of the battlefield (IPB) products are received from the division RCPOC and the brigade S2. [ARTEP 63-005-MTP, Task 63-1-1050]

        (b) INTSUMs from brigade and DISCOM intelligence sections and the division rear command post operations center (RCPOC).

        (c) Responses from brigade to FSB requests for information (e.g., CCIR and information requirements (IR)).

        (d) Spot reports (SPOTREPs) in size, activity, location, unit, time, equipment (SALUTE) format, from FSB/BSA elements.

        (e) Information by eavesdropping on command nets, A/L nets, and operations and intelligence (O&I) nets.

    (2) The FSB commander.

    (3) BSA units:

        (a) FSB companies.

        (b) Battalion (Bn) task force (TF) field trains elements.

        (c) Other BSA elements.

    (4) Other FSB staff sections.

    (5) Brigade, DISCOM, adjacent, or subordinate units by eavesdropping on command, A/L, and O&I nets.

    (6) Debriefing of patrols and other reconnaissance and surveillance (R&S) elements.

    (7) Interrogation of EPWs and deserters.

    (8) Debriefing of truck drivers and/or convoy commanders coming into the BSA.

    (9) Liaison officers (LNOs) from/to higher, adjacent, and supporting units.

    (10) Civilian population.

b) The FSB S2/3 section's information points of interest regarding supporting the battle while providing for force protection include:

    (1) Information that answers the CCIR.

    (2) Information related to the enemy:

        (a) Dispositions (confirmed and suspected).

        (b) Composition.

        (c) Intentions.

        (d) Use of electronic warfare (EW).

        (e) Use of nuclear, biological, and chemical (NBC).

(3) Information related to the FSB's capability to continue collection of intelligence information.

    (a) Strength, location, and capability of BSA R&S elements.

    (b) Status of requests for aerial reconnaissance and other external support. [FM 101-5, pp. C-8, C-9]

2a5 The FSB S2/3 section obtains operations information (e.g., changes to METT-T and unit status). [FM 101-5, pp. C-8, C-9]

a) The FSB S2/3 section obtains information from:

    (1) Brigade and DISCOM headquarters.

    (2) The FSB commander.

    (3) BSA units.

    (4) Adjacent units.

    (5) Other FSB staff officers and sections.

    (6) LNOs.

    (7) Eavesdropping on subordinate and adjacent units' command nets.

b) The FSB S2/3 receives:

    (1) Guidance/direction from the FSB commander.

    (2) SITREPs from FSB companies, BSA elements, and R&S elements.

    (3) Requests for resources, recommendations, or changes to the FSB operations order (OPORD) from subordinate FSB elements.

    (4) Direct observation of operations.

    (5) Information by eavesdropping on brigade and DISCOM command nets.

c) The FSB S2/3's information points of interest regarding internal BSA operations include: [FM 101-5, App A]

    (1) Direction from the FSB commander.

        (a) Changes to the mission concept or details of the plan.

        (b) Requirements for information to assist him in integrating FSB operations.

    (2) FRAGOs/WARNOs from DISCOM or brigade headquarters.

    (3) Changes to the DISCOM or brigade situations which necessitate changes to the FSB's OPSEC posture.

    (4) Terrain requirements from division and corps units operating within the brigade rear area.

    (5) Information relating to determining effectiveness of FSB OPSEC measures.

    (6) BSA units' SITREPs and graphics:

        (a) Emplacement of crew-served weapons and fields-of-fire.

        (b) Preplanned artillery fires and target numbers.

        (c) Barriers and obstacles.

    (7) Requests for resources from subordinate FSB units.

(8)   Recommendations from subordinate FSB commanders.

(9)   Information required for confirming, refining, or changing the DST.

(10)   Updates from the FSB S1.

    (a)   Unit personnel status reports. [FM 63-20 pp. 6-2 through 6-4, 6-7 through 6-8]

    (b)   Casualty evacuation.

    (c)   Status of key leaders and critical military occupational specialties (MOS).

(11)   Updates from the FSB S4.

    (a)   FSB company vehicle and equipment status reports. [FM 63-20 pp. 6-2 through 6-4, 6-7 through 6-8]

    (b)   The status of supply (CL I, III and V) in FSB companies.

    (c)   Requests for maintenance and recovery support for BSA elements. [FM 63-20 p. 6-7]

    (d)   Requests from FSB companies for CL III and V resupply. [FM 63-20 p. 6-7]

2a6   The FSB S1 section obtains personnel information. [FM 101-5, p. C-5; FM 63-20, pp. 6-3 through 6-4]

a)   The FSB S1 section receives information from:

    (1)   The brigade S1 and the DISCOM S1.

    (2)   The FSB commander.

    (3)   Subordinate units:

        (a)   FSB companies.

        (b)   BSA elements.

b)   The FSB S1 acquires personnel information related to the FSB support of the battle, including:

    (1)   Changes from the FSB commander to guidance, mission concept, priorities, and requirements for information.

    (2)   Information from the FSB S2/3 and the FSB S2/3 section which confirms or refutes estimates of the personnel situation and casualty estimates.

    (3)   Personnel status from FSB subordinate units.

        (a)   Personnel strength reports.

        (b)   Critical MOS and grade shortages.

        (c)   Absentees without leave.

        (d)   Casualty feeder reports.

        (e)   Key leader and MOS status.

    (4)   Personnel information from brigade and DISCOM S1s.

        (a)   Availability of replacements and replacement operations (including weapons system replacement operations (WSRO)).

    (b)   Postal services.

    (c)   Morale, welfare, and recreation (MWR) support.

(5)   Morale and discipline indicators from DISCOM and brigade special staff officers.

    (a)   Uniform Code of Military Justice actions from the Staff Judge Advocate (SJA).

    (b)   Straggler and crime rates from the provost marshal (PM).

    (c)   Sick call and stress casualties from the brigade surgeon.

    (d)   Complaints information from the inspector general.

    (6)   Information from the MP platoon leader concerning EPW processing and evacuation requirements.

    (7)   Information from the brigade S5 concerning civil-military operations (CMO) support requirements.

2a7   The FSB S4 and the FSB S4 section obtain logistics information.   [FM 101-5, p. C-9; FM 63-20, pp. 6-7 through 6-8]

a)   The FSB S4 section acquires information from:

    (1)   The brigade and DISCOM S4s.

    (2)   The FSB commander.

    (3)   Subordinate FSB units.

    (4)   Bn TF field trains elements.

b)   The FSB S4 acquires logistics information regarding support to the battle, including:

    (1)   Changes from the FSB commander to guidance, mission concept, priorities, and information requirements.

    (2)   Intelligence information from the FSB S2/3 and the FSB S2/3 section which confirms or refutes estimates of the logistical situation.

    (3)   Logistics reports from subordinate FSB units.

        (a)   Status of supplies.

        (b)   Equipment readiness.

    (4)   Equipment readiness status from units. The FSB S4 tracks equipment readiness by type and company, keeps the FSB commander informed of status (recovery, repair, etc.).   [FM 63-20, p. 6-7]

    (5)   Supply stockage and resupply status from units. (CSS planning for the supply of consumable and expendable items [filters, mission-oriented protective posture (MOPP) suits, decontamination kits, detector kits, plastic bags, ponchos, rain gear, etc.] is continuous.)   [FM 63-20, p. 6-7]

2a8   The FSB support operations officer and the support operations section obtain information (coordination is made with brigade surgeon [FSB company (Co) commander (Cdr)] on medical issues):   [FM 63-20, Chap 3, 5, 6]

a)   The FSB support operations officer and the support operations section acquire and receive information from:

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(1) The DISCOM security, plans, and operations (SPO) and the brigade S3.
(2) The FSB commander.
(3) Subordinate FSB units.
(4) Bn TF field trains elements.
(5) The brigade S5.
(6) Subordinate and adjacent units (by eavesdropping on their communications nets).
(7) The DMMC.
(8) DISCOM and brigade commanders.
(9) The brigade S2.
(10) The brigade S3 Air.
(11) Brigade main CP (by eavesdropping on its communications nets).
(12) The MSB.
(13) The brigade S1 and S4

b) The FSB support operations officer acquires CSS information regarding execution of the mission, including:

(1) Changes from the brigade commander to guidance, mission, concept, priorities, and information requirements; indications that CSS requirements are not being met.

(2) Information from the brigade S2 and the brigade S2 section which confirms or refutes estimates of the tactical situation as it pertains to the BSA and CSS elements operating forward of the BSA.

(3) Changes to guidance, priorities, and requirements from the DISCOM commander.

(a) CSS task organization.
(b) Tasks to provide CSS support to division and corps units.

(4) Information from the MSB regarding backup CSS support.

(5) Information from the DMMC concerning supply and maintenance management support.

(6) Information from supported units regarding their requirements.

(a) Changes in requirements due to increased or decreased consumption based on increases or decreases in operations tempo, or due to the development of anticipated branches or sequels in the operation.

(b) Changes in requirements due to unforeseen circumstances which may result in the brigade commander making modifications to the original plan.

(7) Information from all organizations in the BSA (for defense and terrain management).

(8) Medical updates and aerial medical evacuation (MEDEVAC) capabilities from the division medical operations center (DMOC).

(9) CL VIII supply updates from the division medical supply officer.

(10) Additional medical support capability from the MSB.
(11) Subordinate and supporting unit medical support status.
    (a) Positioning and readiness of medical assets.
    (b) Capability to receive, triage, and evacuate casualties.
(12) Status of refuel-on-the-move (ROM) operations.

5. **The forward support battalion command post manages and maintains command, control, and communications.**
[ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1041, 63-1-1045; Battle Command Techniques and Procedures, Chap 4; FM 101-5, Chap 5 & 6, App B & L, p. 6-5; FM 63-20, pp. 3-2, 4-15, 6-4, 6-5, and App A; CTC Bulletin No. 95-4, Chap 1; CGSC ST 22-102]

5a. The FSB CP manages means of communicating information. [FM 101-5, Chap 6 and App B, L]

5a1 The FSB commander employs an "information manager" from the FSB staff (usually the FSB XO) to: [FM 101-5, Chap 6 and App B]
  a) Facilitate the flow of information and communication of information from staff members and subordinate FSB units.
  b) Outline and monitor the performance and responsibilities of the FSB staff in processing mission information and satisfying the FSB commander's information requirements.
  c) Ensure that a specific individual (e.g., the "battle captain") is responsible for each FSB CP shift to ensure that information essential to continuity of operations is passed between shifts.

5a2 The FSB commander or XO employs a "battle captain" to manage the operations of the FSB CP and the FSB S2/3 operations section when the FSB XO is not available. The "battle captain": [CTC Bulletin No. 95-4, Chap 1]
  a) Coordinates and integrates FSB staff activities.
  b) Initiates staff actions as directed by the FSB commander, XO, and S2/3.
  c) In conjunction with the FSB S2/3 operations section, receives and passes information in accordance with the FSB TSOP. [FM 63-20, p. 6-4]

5a3 The FSB XO directs staff meetings:
  a) Ensures that each FSB 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.

e) The FSB staff exchanges information. [ARTEP 63-005-MTP, Task 63-1-1045]

    (1) Transforms pertinent information into usable data for decision making. [ARTEP 63-005-MTP, Task 63-1-1045]

    (2) Coordinates information exchange within and with the DISCOM, brigade, and subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]

    (3) Conducts operational briefings as necessary. [ARTEP 63-005-MTP, Task 63-1-1045]

5a4 The FSB XO supervises the FSB staff. [ARTEP 63-005-MTP, Task 63-1-1045]

    a) Implements the FSB commander's directives in FSB staff planning and policy making. [ARTEP 63-005-MTP, Task 63-1-1045]

    b) Monitors all FSB staff actions for conformity to the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1045]

    c) Coordinates assigned missions with subordinate FSB commanders. [ARTEP 63-005-MTP, Task 63-1-1045]

    d) Supervises the operations of the FSB logistics operations center. [ARTEP 63-005-MTP, Task 63-1-1045]

    f) Assigns liaison personnel to the supported brigade, if required. [ARTEP 63-005-MTP, Task 63-1-1022]

5a5 All FSB CPs eavesdrop on lower and adjacent units' command and A/L nets for information.

5a6 The FSB CP ensures that information on the situation is communicated between FSB staff officers during shift changes. Conducts shift change briefings to address: [ARTEP 63-005-MTP, Task 63-1-1022]:

    a) Enemy activities.

    b) The status of subordinate FSB units and support to the brigade.

    c) On-going FSB staff actions which must be monitored, tracked, and completed.

    d) Timelines and suspenses which must be met.

    e) Planning for future missions.

6. **The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1035, 63-1-1036, 63-1-1042, 63-1-1045, 63-1-1052, 63-1-1053; FM 63-20, Chap 6, pp. 3-2, 3-3, 3-4, 3-5, 5-6, 5-7, 5-8, 5-9, 6-4, 6-6, 6-7]

6a. The FSB assists the brigade in consolidation and/or reorganization.

6a4　FSB reconstitution task force (RTF) personnel provide input to the initial assessment report. [ARTEP 63-005-MTP, Task 63-1-1035]

　　c)　Identify the logistics and HSS capabilities required in the FSB RTF. [ARTEP 63-005-MTP, Task 63-1-1035]

　　d)　Identify shortfalls between the FSB's capabilities and the supported unit's requirements. [ARTEP 63-005-MTP, Task 63-1-1035]

6a5　The FSB support operations section coordinates support of regeneration [ARTEP 63-005-MTP, Task 63-1-1036]

　　a)　Identifies logistics and HSS requirements in coordination with the FSB RTF. [ARTEP 63-005-MTP, Task 63-1-1036]

6a6　The FSB support operations section provides assistance in regeneration operations. [ARTEP 63-005-MTP, Task 63-1-1036]

　　b)　Identifies fill priorities for personnel, equipment, and supplies as established by the brigade commander. [ARTEP 63-005-MTP, Task 63-1-1036]

Component B. FSB staff officers evaluate information and update products during the execution of the battle.

1.　**The forward support battalion commander directs and leads subordinate forces.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1031, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1045 63-1-1050, 63-1-1052 and 63-1-R303; FM 63-20, Chap 6, pp. 3-12, 5-4, 5-5, 5-9, 5-10, 5-13, 5-14, 6-2, 6-4, 6-5; FM 101-5, Chap 1, 2, 3, 4, 5, 6, App A, B, C, D, E, F, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6, 8; Battle Command, pp. 10-39, 42-45; TRADOC Pam 11-9, Chap 7, App D; CGSC ST 22-102]

1e.　The FSB commander coordinates and integrates support of tactical operations. [FM 101-5 Chap 1, 5, 6; Battle Command, pp. 42-45; Battle Command Techniques and Procedures, Chap 2, 4; ST 22-102]

1e2　The FSB commander integrates and coordinates combat power in consideration of factors associated with each battlefield operating system (BOS). [TRADOC Pamphlet 11-9, Chap 7, App D; FM 101-5, Chap 1, 3, 4, App. A, B, C, D, E, F, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6; Battle Command, pp. 10-39]

　　b)　Fire support:

　　　　(2)　The FSB S2/3:

　　　　　　(c)　The DST and the fire support execution matrix (FSEM) are updated for changes in the status.

　　h)　The FSB commander integrates C2 requirements with the other BOS.

(6)   FSB CPs and staff are prepared to support the mission.

    (a)   Receive, process, and disseminate information.

2.   **The forward support battalion command post supports coordination and integration by acquiring, evaluating, and communicating information.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1034, 63-1-1037, 63-1-10 40, 63-1-1042, 63-1-1050, 63-1-1051, 63-1-1052; FM 63-20, Chap 3, 5, 6, pp. 5-13, 6-2, 6-3, 6-4, 6-7, 6-8; FM 101-5, Chap 3, 5, 6, App A, B, C, L, pp. 3-84, 3-85, 3-86, 6-2, 6-8, 6-11, 6-16, 6-33, 6-34, C-4, C-5, C-7, C-8, C-9; FM 6-20-40, p. 26; FM 6-20-50, App C; FM 34-130, Chap 2; TRADOC Pam 11-9, Chapter 7 and App D; Battle Command Techniques and Procedures, Chap 2, 3, 4, 5]

2b.   The FSB CP evaluates acquired information, updates products, and maintains status. [FM 63-20, Chap 3 and 6; FM 101-5, Chap 6]

2b1   The FSB XO supervises the FSB staff in the evaluation of acquired information, updating products, and maintaining status.

2b2   The FSB S2/3 intelligence section:

    a)   The FSB S2/3 intelligence section evaluates intelligence information.

        (1)   Appraises intelligence summaries (INTSUMs) and reports for pertinence to BSA operations and security with emphasis on the potential impact on the BSA's capability to support the brigade. [ARTEP 63-005-MTP, Task 63-1-1037]

        (2)   Evaluates weather reports for data that could have significant effects on the BSA security and capability to support brigade operations. Forwards pertinent intelligence and weather information to all FSB units and corps/divisional elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1037]

        (3)   Assembles required intelligence information. [ARTEP 63-005-MTP, Task 63-1-1051]

        (4)   Evaluates guidance and direction and information, comparing desired FSB endstate (both from the tactical situation as it pertains to the BSA, and elements operating forward of the BSA, and the logistical situation as it pertains to the capability of the BSA to support brigade operations) with current FSB situation and trends.

            (a)   Answers essential elements of friendly information (EEFI).
            (b)   Identifies significant changes to the situation.

        (5)   Verifies reports for pertinence, reliability, and accuracy. [ARTEP 63-005-MTP, Task 63-1-1051]

        (6)   Assesses damage to equipment and facilities by analyzing reports from subordinate elements for subsequent report to the DISCOM and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1040]

(a) Impact of damaged equipment and facilities on the ability of the FSB to provide continuing support to the supported brigade.

(b) Impact of damaged equipment and facilities on the ability of the FSB to support itself and to protect itself.

(c) Augmentation, repairs, or replacements necessary to restore the FSB capabilities to an acceptable level.

b) The FSB S2/3 intelligence section updates intelligence products.

(1) Updates operations data.

(a) The DST.

(b) The event matrix.

(c) Operational graphics.

(d) The operations estimate.

(2) Records intelligence information in the journal. [ARTEP 63-005-MTP, Task 63-1-1051]

(3) Records pertinent weather and terrain data. [ARTEP 63-005-MTP, Task 63-1-1051]

(4) Annotates the situation map (SITMAP) with current friendly and enemy locations. [ARTEP 63-005-MTP, Task 63-1-1051]

(5) Maintains map surveillance of the enemy force as information is received in subordinate elements' SPOTREPs. [ARTEP 63-005-MTP, Task 63-1-1052]

(6) Plots location(s) of the enemy force on the SITMAP(s) as SPOTREPs are received. [ARTEP 63-005-MTP, Task 63-1-1050]

(7) Prepares INTSUM. [ARTEP 63-005-MTP, Task 63-1-051]

c) The FSB intelligence section tracks enemy:

(1) Locations.

(2) Activities.

(3) Adherence to, or deviation from, postulated courses of action (COA).

2b3 The FSB S2/3 operations section:

a) The FSB S2/3 operations section evaluates operations information to ensure coordination and integration.

(1) Evaluates changes to guidance and direction and information.

(2) Evaluates information which confirms or refutes IPB information which may affect achieving the commander's intent.

(3) Evaluates desired and likely brigade endstates and FSB requirements to provide support at that time.

(4) Evaluates impact of changes to the brigade maneuver operations on direct support (DS) CSS requirements.

(5) Ensures synchronization in accordance with the FSB OPORD.

(6) Evaluates FSB OPSEC based on information received from DISCOM and brigade sources.

b) The FSB S2/3 operations section updates operations control measures.

(1) Current SITMAPs showing current locations of all friendly and threat forces. [ARTEP 63-005-MTP, Task 63-1-1052]

(2) The DST, in conjunction with the FSB XO and the FSB commander.

    (a) Elements of the DST which require modification.

    (b) Elements which need to be added to or deleted from the DST.

(3) The synchronization matrix.

(4) The operations overlay of the supported brigade.

(5) The operations overlay for the BSA.

(6) The updated operations estimate (may or may not be in written form).

(7) The timeline of brigade operations.

(8) The current operations and intelligence map.

(9) The NBC map.

(10) The FSB plans map, with CSS overlay, to support future brigade operations.

(11) Personnel and equipment status to include current unit strength and operational equipment status.

c) The base cluster operations center (BCOC) makes the appropriate response determination based on information and reports received from BSA elements and the DISCOM's and the brigade's S2s. [ARTEP 63-005-MTP, Task 63-1-1052]

(1) Verifies threat level(s) operating in the brigade rear. [ARTEP 63-1-MTP, Task 63-1-1052]

(2) Identifies capability of base(s) being threatened to defend themselves from the verified threats. [ARTEP 63-005-MTP, Task 63-1-1052]

(3) Verifies base(s) priority as established by the defense plan. [ARTEP 63-005-MTP, Task 63-1-1052]

d) The FSB S2/3 identifies projected degradation levels within the BSA in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1052]

e) The FSB S2/3 section maintains current NBC SITMAPs and overlays. [ARTEP 63-005-MTP, Task 63-1-1037]

f) The FSB S2/3 section updates the fire support matrix. [FM 63-20, p. 5-13]

2b4 The FSB S1 section.

a) The FSB S1 and the S1 section evaluate information.

(1) The desired FSB endstate is compared with current and projected personnel and medical status.

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(2) Information which confirms or refutes EEFI and other IPB information which may affect achieving the FSB commander's intent.

(3) Internal medical support requirements. [ARTEP 63-005-MTP, Task 63-1-1042]

    (a) Calculate probable internal medical support requirements. [ARTEP 63-005-MTP, Task 63-1-1042]

    (b) Coordinate schedules, locations, and capabilities of internal medical support with the supporting medical element. [ARTEP 63-005-MTP, Task 63-1-1042]

    (c) Evaluate routine and emergency treatment and evacuation procedures to ensure compliance with the medical support plan and instructions from the supporting medical element. [ARTEP 63-005-MTP, Task 63-1-1042]

    (d) Assess FSB preventive medicine measures to ensure compliance with the FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1042]

(4) Verify casualty feeder reports and witness statements from subordinate elements for accuracy and completeness. [ARTEP 63-005-MTP, Task 63-1-1042]

b) The FSB S1 and the S1 section update S1 products:

(1) Correct casualty status and identity data based on input from medical and graves registration (GRREG) elements. [ARTEP 63-005-MTP, Task 63-1-1042]

(2) Prepare a Standard Installation/Division Personnel System (SIDPERS) deceased transaction and a SIDPERS organization strength report change for all killed in action (KIAs). [ARTEP 63-005-MTP, Task 63-1-1042]

(3) Perform strength accounting. [ARTEP 63-005-MTP, Task 63-1-1042]

    (a) Consolidate subordinate elements' strength reports. [ARTEP 63-005-MTP, Task 63-1-1042]

    (b) Cross-check casualty witness statements, medical aid stations, and MP straggle control point reports to confirm casualty and duty status of individuals [ARTEP 63-005-MTP, Task 63-1-1042]

    (c) Update the FSB master strength report to reflect the current status of all FSB soldiers. [ARTEP 63-005-MTP, Task 63-1-1042]

    (d) Prepare personnel status (PERSTAT) report in accordance with TSOP. [ARTEP 63-005-MTP, Task 63-1-1042]

(4) Prepare wartime SIDPERS transactions. [ARTEP 63-005-MTP, Task 63-1-1042]

(5) Inspect SIDPERS personnel transaction registers to resolve strength imbalances. [ARTEP 63-005-MTP, Task 63-1-1042]

(6) Track casualties by specialty and company and inform the FSB commander of significant losses. Review casualty feeder reports submitted by subordinate FSB units. [FM 63-20, p. 6-3]

     (a)   Verify casualty feeder reports and witness statements from subordinate elements for accuracy and completeness. [ARTEP 63-005-MTP, Task 63-1-1042]

     (b)   Correct casualty status and identity data based on input from medical and GRREG elements. [ARTEP 63-005-MTP, Task 63-1-1042]

     (c)   Prepare a SIDPERS deceased transaction and a SIDPERS organization strength report change for all KIAs. [ARTEP 63-005-MTP, Task 63-1-1042]

2b5   The FSB S4 section:

    a)   The FSB S4 and the S4 section evaluate information:

       (1)   The desired FSB endstate, with current and projected maintenance, transportation, and supply status.

       (2)   Information which confirms or refutes EEFI and other IPB information which may affect achieving the FSB commander's intent.

       (3)   Comparison of the desired FSB endstate and current supply status.

       (4)   Comparison of future FSB sustainment levels with known resupply of critical CL III and V requirements.

    b)   The FSB S4 and the S4 section update S4 information:

       (1)   Maintenance, supply, and transportation portions of the updated logistics estimates (may or may not be in written form).

       (2)   Supply:

          (a)   Percent fill of combat basic loads.

          (b)   Adequacy of CSS supply assets.

          (c)   Supply priorities as directed by the FSB commander.

       (3)   Maintenance:

          (a)   Number and type of equipment systems on hand and operational.

          (b)   Systems non-mission capable and repairable.

          (c)   Projections for repair and return of essential vehicles and other essential equipment.

          (d)   On-hand CL IX and PLL stockage levels.

          (e)   Maintenance priorities and guidelines as directed by the FSB commander.

2b6   The FSB support operations section:

    a)   The FSB support operations officer and the support operations section evaluate information pertaining to support of the brigade:

       (1)   Monitor and evaluate the changes to METT-T (e.g., weather in bad conditions) for impact on operations.

(2) Monitor and evaluate the FSB's operational stockage levels by reviewing CSS computer systems reports to ensure that assets exceed requirements. [ARTEP 63-005-MTP, Task 63-1-1022]

(3) Monitor and evaluate transportation movement operations to ensure efficient response in coordination with the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1022]

(4) Monitor and evaluate the brigade tactical situation for indications that have affected or may affect logistics and HSS missions accomplishment. [ARTEP 63-005-MTP, Task 63-1-1022]

(5) Monitor and evaluate the petroleum, oil, and lubricants (POL) portion of push-packages to ensure that required amounts are forwarded until brigade units request the suspension of delivery through the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]

(6) Evaluate information in order to identify location, type, and amount of contaminated petroleum products within the BSA. [ARTEP 63-005-MTP, Task 63-1-1026]

(7) Evaluate information to identify location(s) and amounts of all stockpiled ammunition located in the BSA or other forward locations. [ARTEP 63-005-MTP, Task 63-1-1027]

(8) Identify all units within the BSA that have recovery capabilities. [ARTEP 63-005-MTP, Task 63-1-1028]

(9) Monitor and evaluate battle loss reports to identify CL VII replacement requirements. [ARTEP 63-005-MTP, Task 63-1-1029]

(10) Monitor and evaluate GRREG operations at BSA collection points to ensure compliance to directed policies and procedures. [ARTEP 63-005-MTP, Task 63-1-1034]

(11) Monitor and evaluate GRREG records and reports to ensure compliance with regulations, TSOP, and the brigade OPORD service support annex. [ARTEP 63-005-MTP, Task 63-1-1034]

(12) Monitor and evaluate status reports from subordinate elements to determine if requirements exceed capabilities. [ARTEP 63-005-MTP, Task 63-1-1022]

b) The FSB support operations officer and the support operations section update support operations information:

(1) Current status of subordinate elements' personnel strengths that directly affect the support mission. [ARTEP 63-005-MTP, Task 63-1-1022]

(2) Current status of FSB medical support based on coordination with the brigade surgeon (FSB Co Cdr). [AN]

(3) Current status of subordinate elements' supplies and equipment operational readiness that directly affect the support mission. [ARTEP 63-005-MTP, Task 63-1-1022]

(4) Current revisions to customer support lists that reflect changing operational requirements and priorities. [ARTEP 63-005-MTP, Task 63-1-1026]

(5) Status of all maneuver battalions' basic loads. [ARTEP 63-005-MTP, Task 63-1-1027]

(6) Location, type of, and amount of contaminated ammunition located in the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]

(7) Current locations of amount and type of contamination affecting BSA maintenance elements in coordination with the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1028]

(8) The current logistics and HSS SITMAPs with all units' and facilities' locations posted within 50 meters. [ARTEP 63-005-MTP, Task 63-1-1022]

(9) The current customer list that reflects changing requirements, workloads, and priorities of tactical operations (requires coordination with the brigade S4 and TF headquarters and headquarters company (HHC) commanders). [ARTEP 63-005-MTP, Task 63-1-1022]

(10) The current FSB support overlay which shows locations of logistics and HSS facilities and their hours of operations. [ARTEP 63-005-MTP, Task 63-1-1022]

(11) The current mission essential item chart which reflects short supply items, command controlled items, and current equipment combat losses. [ARTEP 63-005-MTP, Task 63-1-1022]

(12) The section workbook. [ARTEP 63-005-MTP, Task 63-1-1022]

(a) Annotate information from incoming messages and reports under the appropriate heading and cross-reference. [ARTEP 63-005-MTP, Task 63-1-1022]

(b) Annotate, in "remarks," an informal evaluation of the information, as required. [ARTEP 63-005-MTP, Task 63-1-1022]

(c) Delete all obsolete information from the workbook. [ARTEP 63-005-MTP, Task 63-1-1022]

(d) Format the workbook in accordance with the TSOP. [ARTEP 63-005-MTP, Task 63-1-1022]

(13) Daily staff journal and journal files. [ARTEP 63-005-MTP, Task 63-1-1022]

(a) Post all entries as prescribed by FM 101-5 and the TSOP. [ARTEP 63-005-MTP, Task 63-1-1022]

(b) Post data immediately upon the receipt or the dispatch or occurrences of events. [ARTEP 63-005-MTP, Task 63-1-1022]

(c) Describe accurately and concisely information or event(s) that have occurred. [ARTEP 63-005-MTP, Task 63-1-1022]

(d) Specify actions taken upon the receipt or the dispatch of information. [ARTEP 63-005-MTP, Task 63-1-1022]

(e) Maintain a current file for materials necessary to support entries in the daily staff journal. [ARTEP 63-005-MTP, Task 63-1-1022]

3. **The forward support battalion commander visualizes the battlefield.** [ARTEP 63-005-MTP, Task 63-1-1050; FM 63-20, pp. 5-3, 5-4, 5-5, 5-7, 5-10, 5-11, 5-12, 5-13, 6-2, 6-5, 6-6, 6-7; FM 100-5, Chap 1, 2, 3, 4, 5, 7, App C, D, E, H, J, pp. 1-14, 1-15, 1-16, 4-48; FM 34-130, Chap 1, 2, 3, 4; FM 34-8, Chap 1 & 2, App C; Battle Command Techniques and Procedures, Chap 2, 4, 5; Battle Command pp. 10-14, 22-24, 38-45]

3b. The FSB commander projects current battle endstates necessary to achieve his intent based on his evaluation of the current plan and the FSB situation by considering factors associated with each BOS: [FM 101-5, Chap 4 (CEPA); FM 34-130, Chap 1, 2, 3; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 38-45; FM 34-8, Chap 1,2, App C]

3b4 Fire support:
a) The FSB S2/3 executes and, as required, modifies the FSEM, to conform to new METT-T factors or guidance from the FSB commander.
b) The FSB S2/3 evaluates the fire support plan, FSEM, and DST to determine that they are still relevant. [FM 63-20, p. 5-11]

6. **The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1035, 63-1-1036, 63-1-1042, 63-1-1045, 63-1-1052, 63-1-1053; FM 63-20, Chap 6, pp. 3-2, 3-3, 3-4, 3-5, 5-6, 5-7, 5-8, 5-9, 6-4, 6-6, 6-7]

6a. The FSB assists the brigade in consolidation and/or reorganization.

6a3 FSB RTF personnel, in coordination with the brigade S4 and following procedures outlined by the brigade S3, assess degraded units' logistics and HSS requirements. [ARTEP 63-005-MTP, Task 63-1-1035]
a) Identify the number of major weapon systems that have been destroyed. [ARTEP 63-005-MTP, Task 63-1-1035]
b) Identify the number of major weapon systems that are damaged beyond the capability of repair in the forward area. [ARTEP 63-005-MTP, Task 63-1-1035]
c) Identify the number of major weapon systems that are damaged but can be repaired in the forward area. [ARTEP 63-005-MTP, Task 63-1-1035]
d) Identify locations of forward and rear maintenance and salvage collection points. [ARTEP 63-005-MTP, Task 63-1-1035]
e) Calculate transportation requirements for equipment evacuation operations. [ARTEP 63-005-MTP, Task 63-1-1035]
f) Identify the number of KIAs and the GRREG requirements. [ARTEP 63-005-MTP, Task 63-1-1035]

g) Identify the number of casualties requiring emergency treatment or evacuation. [ARTEP 63-005-MTP, Task 63-1-1035]

h) Identify medical treatment and evacuation points in the BSA and division support area (DSA). [ARTEP 63-005-MTP, Task 63-1-1035]

i) Calculate ground ambulance and MEDEVAC requirements. [ARTEP 63-005-MTP, Task 63-1-1035]

j) Calculate CL III and V supply requirements to restore the supported unit to basic load level. [ARTEP 63-005-MTP, Task 63-1-1035]

k) Identify CL I and IX supplies, communication equipment, and other critical supply items required, if time permits. [ARTEP 63-005-MTP, Task 63-1-1035] ;

6a6 The FSB support operations section provides assistance in regeneration operations. [ARTEP 63-005-MTP, Task 63-1-1036]

a) Provides input on regeneration site(s), methods, and levels of effectiveness to which the unit is to be restored to the FSB RTF and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1036]

b) Identifies fill priorities for personnel, equipment, and supplies as established by the brigade commander. [ARTEP 63-005-MTP, Task 63-1-1036]

e) Directs the FSB maintenance company to recover and repair equipment with emphasis on returning major end items to the unit. [ARTEP 63-005-MTP, Task 63-1-1036]

6b. The FSB conducts its own reorganization.

6b3 The FSB BCOC and the FSB S4 section establish a control and assessment CP. [ARTEP 63-005-MTP, Task 63-1-1053]

a) Identify personnel requirements for the control and assessment CP. [ARTEP 63-005-MTP, Task 63-1-1053]

b) Identify established policies and procedures by reviewing the brigade OPORD rear operations annex and the FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1053]

c) Set up ADC SITMAPs. [ARTEP 63-005-MTP, Task 63-1-1053]

6b4 The control and assessment CP coordinates base restoration activities. [ARTEP 63-005-MTP, Task 63-1-1053]

a) Identifies requirements and taskings by reviewing the FSB ADC plan and the FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1053]

OUTCOME 3 ASSESSMENT

OUTCOME 3: Tactically sound recommendations are developed and critical information is communicated by the FSB staff, subordinate commanders, and supported unit commanders. (Use Tables 3, 4, 6, and 9)

Component A. Staff and subordinate leaders provide critical information.	Adequate	Marginal	Not Adequate

Assessment Statements

- The FSB commander, in his capacity as the brigade's senior logistician, provides critical information to the armored brigade commander.

- The FSB staff responds to requests for information from the commanders or staffs of the FSB, DISCOM, or brigade.

- The FSB staff elements send critical information to the FSB commander.

Component B. Staff and subordinate commanders provide tactically sound recommendations.	Adequate	Marginal	Not Adequate

Assessment Statements

- The FSB commander, in his capacity as the brigade's senior logistician, provides tactically sound recommendations to the armored brigade commander.

- FSB CP and FSB staff members disseminate reports and recommendations to the FSB commander and to brigade and DISCOM HQ for their information and decisions.

OUTCOME 3 DIAGNOSTIC AID

OUTCOME 3: Tactically sound recommendations are developed and critical information is communicated by the FSB staff, subordinate commanders and supported unit commanders.

Components A-B. [1]

Task Elements

1. **The forward support battalion commander directs and leads subordinate forces.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1031, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1045 63-1-1050, 63-1-1052 and 63-1-R303; FM 63-20, Chap 6, pp. 3-12, 5-4, 5-5, 5-9, 5-10, 5-13, 5-14, 6-2, 6-4, 6-5; FM 101-5, Chap 1, 2, 3, 4, 5, 6, App A, B, C, D, E, F, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6, 8; Battle Command, pp. 10-39, 42-45; TRADOC Pam 11-9, Chap 7, App D; CGSC ST 22-102]

1e. The FSB commander coordinates and integrates support of tactical operations. [FM 101-5, Chap 1, 5, 6; Battle Command, pp. 42-45, Battle Command Techniques and Procedures, Chap 2, 4; CGSC ST 22-102]

1e2 The FSB commander integrates and coordinates combat power in consideration of factors associated with each battlefield operating system (BOS); factors include: [TRADOC Pamphlet 11-9, Chap 7, App D; FM 101-5, Chap 1, 3, 4, App, A, B, C, D, E, F, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6; Battle Command, pp. 10-39]

c) M/S: The FSB commander. [Battle Command Techniques and Procedures, Chap 8]

(4) Directs MOPP levels and NBC defense measures to ensure that the FSB is prepared for NBC attacks. [ARTEP 63-005-MTP, Task 63-1-1037]

(a) Ensures that all FSB units and corps or divisional elements in the BSA are provided NBC updates. [ARTEP 63-005-MTP, Task 63-1-1037]

(5) Monitors OPSEC: The FSB S2/3 section supervises BSA participation in the overall brigade OPSEC plan. [ARTEP 63-005-MTP, Task 63-1-1037]

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[1] Note: Because tasks regarding making recommendations and communicating information overlap, the diagnoses tasks for these components are presented as one diagnosis.

(a) Disseminates brigade countermeasure requirements to all FSB elements and corps/divisional elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1037]

(d) Provides feedback reports to the brigade S2 or the brigade S4 on activities that affect OPSEC measures. [ARTEP 63-005-MTP, Task 63-1-1037]

f) Air defense (AD):

(3) The FSB S2/3 keeps the AD assets informed of the status of helicopters and other friendly air in the area. [FM 63-20, pp. 5-9 and 5-10]

h) The FSB commander integrates C2 requirements with the other BOS.

(6) FSB CP and staff are prepared to support the mission.

(b) Ongoing process to exchange information with the DISCOM, brigade, and supported units.

2. **The forward support battalion command post supports coordination and integration by acquiring, evaluating, and communicating information.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1034, 63-1-1037, 63-1-10 40, 63-1-1042, 63-1-1050, 63-1-1051, 63-1-1052; FM 63-20, Chap 3, 5, 6, pp. 5-13, 6-2, 6-3, 6-4, 6-7, 6-8; FM 101-5, Chap 3, 5, 6, App A, B, C, L, pp. 3-84, 3-85, 3-86, 6-2, 6-8, 6-11, 6-16, 6-33, 6-34, C-4, C-5, C-7, C-8, C-9; FM 6-20-40, p. 26; FM 6-20-50, App C; FM 34-130, Chap 2; TRADOC Pam 11-9, Chapter 7 and App D; Battle Command Techniques and Procedures, Chap 2, 3, 4, 5]

2c. The FSB CPs and staff communicate information necessary to ensure a synchronized brigade battle. [FM 6-20-40, p. 26; FM 6-20-50, App C; FM 101-5, Chap 5 and 6, App A, B, and L]

2c1 FSB CP and FSB staff members disseminate information.

a) Timely recommendations to the FSB commander on critical actions. The FSB staff sends reports and recommendations to the FSB commander and to brigade and DISCOM headquarters for their information and decisions.

(1) Information relevant to CCIRs are immediately sent to the FSB commander and the rest of the FSB staff and to subordinate FSB commanders in accordance with the FSB TSOP.

(2) Routine information (pipeline information) is provided by the FSB staff and FSB company commanders to the FSB commander and others as necessary or as required.

(3) The FSB staff responds to requests for information from the FSB commander or from the DISCOM or brigade commanders or staff.

b) Critical information needed to:

(1) Coordinate and integrate FSB actions.

    (a) The actual or projected enemy activity.

    (b) The actual or projected weather effects.

    (c) The actual or projected status of DS supplies.

    (d) The actual or projected FSB capabilities.

(2) Monitor the situation.

(3) Keep DISCOM and brigade headquarters informed.

c) All FSB 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.

2c2 The FSB S2/3 intelligence section assists the FSB commander to coordinate and integrate support of the battle by communicating the enemy's situation, evaluations of enemy capabilities, and analyses of priority intelligence requirements (PIR), IR, and routine information.

a) Reports PIR and other critical information concerning the ongoing and future missions along with recommendations to:

(1) The FSB commander.

(2) The FSB XO.

(3) The FSB support operations section.

b) Reports the enemy's situation, an evaluation of enemy COA, recommendations, and information that fulfills PIR, IR to:

(1) All BSA elements.

(2) MP elements.

(3) Relevant FSB staff officers.

(4) The brigade and DISCOM S2s.

c) Reports enemy NBC activities to the division RCPOC and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1050]

d) Disseminates intelligence. [ARTEP 63-005-MTP, Task 63-1-1051]

(1) INTSUM to appropriate agencies and elements. [ARTEP 63-005-MTP, Task 63-1-1051]

(2) The current enemy size and location to all subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1050]

(3) SPOTREPs to the division RCPOC and the brigade S2. [ARTEP 63-005-MTP Task 63-1-1050]

(4) SITREPs to the division RCPOC and the brigade S2 as soon as the situation changes. [ARTEP 63-005-MTP, Task 63-1-1052]

(5) Intelligence and weather information. [ARTEP 63-005-MTP, Task 63-1-1037]

2c3 The FSB S2/3 section assists the FSB commander to integrate and coordinate the support of the battle by communicating:

a) Updated products (including):
  (1) FSB WARNOs and FRAGOs.
  (2) Coordinating instructions.
  (3) Reports of the FSB situation.
  (4) Evaluations of the FSB status.
  (5) Answers to CCIR and IR.

b) Information regarding requirements for use of terrain in the BSA that will impact on current operations.

c) Information on future operations.

d) Significant changes to the enemy situation.

e) Answers to the FSB CCIR.

f) Recommendations concerning shifts of the main effort and the synchronization of CSS.

g) Requests for additional support to the DISCOM SPO or the brigade S2. [ARTEP 63-005-MTP, Task 63-1-1051]

h) Reports on EEFI and other critical information concerning the ongoing and future missions along with recommendations to:
  (1) The FSB commander.
  (2) The FSB XO.
  (3) The FSB support operations officer.

i) Directives and coordinating instructions, reports of the FSB situation, evaluations of FSB COAs, recommendations, and information that fulfills EEFI to:
  (1) The FSB XO.
  (2) The FSB support operations section.
  (3) Relevant FSB staff officers.
  (4) FSB companies.
  (5) BSA elements (Bn TF field trains, etc.)
  (6) The DISCOM CP.
  (7) The brigade main CP.

j) Current enemy information to all subordinate BSA elements. [ARTEP 63-005-MTP, Task 63-1-1052]

k) Rear area combat operations (RACO) information to the division RCPOC and the brigade main CP for coordination relevant to commitment of the tactical combat force (TCF). [ARTEP 63-005-MTP, Task 63-1-1052]

l) Identified degradation levels to the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1052]

m) NBC hazard confirmation to GRREG and EPW collection points and aid stations. [ARTEP 63-005-MTP, Task 63-1-1040]

n) NBC 1, and subsequent NBC 1, reports to the DISCOM SPO and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1040]

o) An NBC 6 report to the DISCOM SPO and the division RCPOC, as appropriate. [ARTEP 63-005-MTP, Task 63-1-1040]

p) Current status of augmented chemical unit employment, protective measures, and MOPP and OEG implementation to the DISCOM staff. [ARTEP 63-005-MTP, Task 63-1-1040]

2c4 The FSB S1 section assists the FSB commander to integrate and coordinate the support of the battle by:

a) Forwarding casualty data and transactions to the DISCOM S1. [ARTEP 63-005-MTP, Task 63-1-1042]

b) Reporting on incoming replacements or personnel returning to the FSB commander and XO. [FM 63-20, p. 6-4]

c) Forwarding PERSTAT information to the FSB commander and the FSB staff. [ARTEP 63-005-MTP, Task 63-1-1042]

d) Forwarding PERSTAT-part 1, personnel daily summary, through command channels to the DISCOM S1. [ARTEP 63-005-MTP, Task 63-1-1042]

e) Forwarding PERSTAT-part 2, personnel requirements report through division adjutant general channels to the supporting servicing agency. [ARTEP 63-005-MTP, Task 63-1-1042]

f) Providing brigade S1 section with personnel and administrative information to include medical treatment and evacuation of casualties.

2c5 The FSB S4 section assists the FSB commander to integrate and coordinate the internal logistical support of the battle by:

a) Reporting on new or repaired equipment to the FSB S4 and the battalion maintenance officer (BMO). [FM 63-20, p. 6-7]

b) Reporting on CL III and V on-hand and resupply to the FSB S4, XO, and commander. [FM 63-20, p. 6-7]

2c6 The FSB support operations section assists the FSB commander to integrate and coordinate the support of the battle by:

a) Providing operational briefings to the FSB commander and XO that provide the actual status of logistics and HSS to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1022]

b) Making recommendations to the FSB commander on partial or total suspension of all FSB support functions for the brigade until threats to the rear area of operations (AO) have been neutralized or units are relieved by MPs or the TCF. [ARTEP 63-005-MTP, Task 63-1-1052]

c)   Providing an alert of increased support requirements to the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1028]

d)   Disseminating weapon system replacement information that affects the brigade to the DMMC CL VII manager and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029]

e)   Forwarding additional evacuation requirements from the brigade S4 to the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1034]

f)   Providing a GRREG operation status update to the brigade S4 and the FSB staff, as required. [ARTEP 63-005-MTP, Task 63-1-1034]

g)   Disseminating logistics and HSS mission changes to subordinate FSB elements by the most secure means. [AN]

h)   Providing brigade S4 with logistics information for dissemination to appropriate brigade elements. [ARTEP 63-005-MTP, Task 63-1-1022]

3.   **The forward support battalion commander visualizes the battlefield.** [ARTEP 63-005-MTP, Task 63-1-1050; FM 63-20, pp. 5-3, 5-4, 5-5, 5-7, 5-10, 5-11, 5-12, 5-13, 6-2, 6-5, 6-6, 6-7; FM 100-5, Chap 1, 2, 3, 4, 5, 7, App C, D, E, H, J, pp. 1-14, 1-15, 1-16, 4-48; FM 34-130, Chap 1, 2, 3, 4; FM 34-8, Chap 1 & 2, App C; Battle Command Techniques and Procedures, Chap 2, 4, 5; Battle Command, pp. 10-14, 22-24, 38-45]

3c.   The FSB 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, Chap 2, 4]

3c2   The FSB commander develops information to assist him in determining future requirements and actions by:
   c)   Soliciting input from the senior leadership within the FSB; e.g., the FSB XO, S2/3, and subordinate FSB commanders.

5.   **The forward support battalion command post manages and maintains command, control, and communications.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1041, 63-1-1045; Battle Command Techniques and Procedures Chap 4; FM 101-5, Chap 5 & 6, App B & L, p. 6-5; FM 63-20, pp. 3-2, 4-15, 6-4, 6-5, and App A; CTC Bulletin No. 95-4, Chap 1; CGSC ST 22-102]

5a.   The FSB CP manages means of communicating information. [FM 101-5, Chap 6 and App B, L]

5a1   The FSB commander employs an "information manager" from the FSB staff (usually the FSB XO) to: [FM 101-5, Chap 6 and App B]

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a) Facilitate the flow of information and communication of information from staff members and subordinate FSB units.

b) Outline and monitor the performance and responsibilities of the FSB staff in processing mission information and satisfying the FSB commander's information requirements.

c) Ensure that a specific individual (e.g., the "battle captain") is responsible for each FSB CP shift to ensure that information essential to continuity of operations is passed between shifts.

5a2 The FSB commander or XO employs a "battle captain" to manage the operations of the FSB CP and the FSB S2/3 operations section when the FSB XO is not available. The "battle captain": [CTC Bulletin No. 95-4, Chap 1]

a) Coordinates and integrates FSB staff activities.

b) Initiates staff actions as directed by the FSB commander, XO, and S2/3.

c) In conjunction with the FSB S2/3 operations section, receives and passes information in accordance with the FSB TSOP. [FM 63-20, p. 6-4)

5a3 The FSB XO directs staff meetings:

a) Ensures that each FSB 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.

e) The FSB staff exchanges information. [ARTEP 63-005-MTP, Task 63-1-1045]

   (1) Transforms pertinent information into usable data for decision making. [ARTEP 63-005-MTP, Task 63-1-1045]

   (2) Coordinates information exchange within and with the DISCOM, brigade, and subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]

   (3) Conducts operational briefings as necessary. [ARTEP 63-005-MTP, Task 63-1-1045]

5a4 The FSB XO supervises the FSB staff. [ARTEP 63-005-MTP, Task 63-1-1045]

a) Implements the FSB commander's directives in FSB staff planning and policy making. [ARTEP 63-005-MTP, Task 63-1-1045]

b) Monitors all FSB staff actions for conformity to the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1045]

c) Coordinates assigned missions with subordinate FSB commanders. [ARTEP 63-005-MTP, Task 63-1-1045]

d) Supervises the operations of the FSB logistics operations center. [ARTEP 63-005-MTP, Task 63-1-1045]

e) Supervises the preparation of contingency support plans. [ARTEP 63-005-MTP, Task 63-1-1022]

5a6 The FSB CP ensures that information on the situation is communicated between FSB staff officers during shift changes. Conducts shift change briefings to address: [ARTEP 63-005-MTP, Task 63-1-1022]:

a) Enemy activities.
b) The status of subordinate FSB units.
c) On-going FSB staff actions which must be monitored, tracked, and completed.
d) Timelines and suspenses which must be met.
e) Planning for future missions.

6. **The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1035, 63-1-1036, 63-1-1042, 63-1-1045, 63-1-1052, 63-1-1053; FM 63-20, Chap 6, pp. 3-2, 3-3, 3-4, 3-5, 5-6, 5-7, 5-8, 5-9, 6-4, 6-6, 6-7]

6a. The FSB assists the brigade in consolidation and/or reorganization.

6a4 FSB RTF personnel provide input to the initial assessment report. [ARTEP 63-005-MTP, Task 63-1-1035]

a) Consolidate logistics and HSS data into a format that gives the status of the supported unit's combat effectiveness from a logistics and HSS viewpoint. [ARTEP 63-005-MTP, Task 63-1-1035]

b) Provide the FSBs capabilities to resupply the supported unit and to repair or replace its damaged weapons and equipment. [ARTEP 63-005-MTP, Task 63-1-1035]

c) Identify the logistics and HSS capabilities required in the FSB RTF. [ARTEP 63-005-MTP, Task 63-1-1035]

d) Identify shortfalls between the FSB's capabilities and the supported unit's requirements. [ARTEP 63-005-MTP, Task 63-1-1035]

e) Provide "quick fix" solutions for each deficiency to increase the supported unit's effectiveness. [ARTEP 63-005-MTP, Task 63-1-1035]

f) Recommend the level of reconstitution of the supported unit required from a logistics and HSS viewpoint. [ARTEP 63-005-MTP, Task 63-1-1035]

6a5 The FSB support operations section coordinates support of regeneration. [ARTEP 63-005-MTP, Task 63-1-1036]

a) Identifies logistics and HSS requirements in coordination with the FSB RTF. [ARTEP 63-005-MTP, Task 63-1-1036]

b) Coordinates additional logistics and HSS requirements with the DISCOM SPO section and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1036]

c) Recommends the regeneration method, site, and completion goals in coordination with the FSB RTF and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1036]

d) Directs the FSB headquarters and supply company to replenish basic loads of ammunition and top off all fuel tanks. [ARTEP 63-005-MTP, Task 63-1-1036]

e) Directs the FSB maintenance company to recover and repair equipment with emphasis on returning major end items to the unit. [ARTEP 63-005-MTP, Task 63-1-1036]

f) Directs the FSB medical company to provide medical treatment, and to return soldiers to their unit as quickly as possible when treating injuries that have not incapacitated the casualties. [ARTEP 63-005-MTP, Task 63-1-1036]

g) Coordinates resolution of regeneration problems with the FSB RTF and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1036]

6a6 The FSB support operations section provides assistance in regeneration operations. [ARTEP 63-005-MTP, Task 63-1-1036]

a) Provides input on regeneration site(s), methods, and levels of effectiveness to which the unit is to be restored to the FSB RTF and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1036]

b) Identifies fill priorities for personnel, equipment, and supplies as established by the brigade commander. [ARTEP 63-005-MTP, Task 63-1-1036]

c) Coordinates identified regeneration requirements with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1036]

d) Tasks subordinate FSB companies to provide assistance in proponent areas, as required. [ARTEP 63-005-MTP, Task 63-1-1036]

e) Provides a regeneration status update to the FSB commander, as required. [ARTEP 63-005-MTP, Task 63-1-1036]

6b. The FSB conducts its own reorganization.

6b4 The control and assessment CP coordinates base restoration activities. [ARTEP 63-005-MTP, Task 63-1-1053]

d) Coordinates ADC operations with the division RCPOC and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1053]

i) Forwards FSB unit effectiveness reports to the division RCPOC and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1053]

j) Provides an FSB ADC operational update to the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1053]

6b6 The control and assessment CP coordinates additional support requirements with the division RCPOC. [ARTEP 63-005-MTP, Task 63-1-1053]

a) Coordinates engineer support. [ARTEP 63-005-MTP, Task 63-1-1053]

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b) Coordinates MP support. [ARTEP 63-005-MTP, Task 63-1-1053]

c) Coordinates explosive ordnance disposal support. [ARTEP 63-005-MTP, Task 63-1-1053]

d) Coordinates labor support. [ARTEP 63-005-MTP, Task 63-1-1053]

e) Coordinates additional ADC requirements with the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1053]

6b9 The FSB BCOC supervises reorganization of the base cluster defense. [ARTEP 63-005-MTP, Task 63-1-1052]

a) Performs damage assessment of the area of responsibility by reviewing SITREPs from base cluster subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1052]

b) Directs base cluster defense plan adjustments, as required. [ARTEP 63-005-MTP, Task 63-1-1052]

c) Coordinates resupply plan with the FSB S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1052]

6c. The FSB commander confirms that the FSB is prepared to continue the mission. Confirmation criteria include:

6c1 All FSB elements report successful completion of reorganization and consolidation.

6c2 The FSB XO reports FSB CP and other C3 facilities or systems are fully operational.

6c3 The FSB S2/3 reports that the BSA is operational and all FSB units are operational.

6c4 The FSB support operations officer reports that FSB subordinate units responsible for external support to brigade units are mission capable.

6c5 The FSB medical company commander reports that the FSB casualty treatment and evacuation system will support future operations.

6c6 The FSB S1 reports that the FSB strength is adequate to continue successful mission accomplishment.

6c7 The FSB S4 reports that the FSB maintenance and supply systems and status will support future operations.

OUTCOME 4 ASSESSMENT

	Adequate	Marginal	Not Adequate
OUTCOME 4: Sound (suitable, feasible, acceptable) decisions are made by the FSB commander and others within the FSB.			

(Use Tables 1, 6, 7, and 9)

Assessment Statements

- The FSB commander updates his estimate based on his assessment of new information pertinent to the METT-T factors.

- The FSB commander projects battle endstates necessary to achieve his intent by considering factors associated with each BOS:
    - Intelligence -- Terrain impact on capability of the FSB to support friendly COAs while providing for force protection; effects of weather on FSB operations; confirmation (or contradiction) of enemy's COA current and future enemy situation.
    - Maneuver -- Defense/support plan; movement, e.g., missing are the considerations relevant to providing support meeting the intents of brigade commander and DISCOM commander.
    - C2 -- Employs DST and CSS execution matrix to assess impact of enemy location, direction of movement, purpose on providing CSS support to the brigade.
    - Fire Support -- Verifies fires in support of FSB/BSA are coordinated and synchronized with FSB operations in support of the brigade.
    - Air Defense -- Assesses current and future FSB needs for air defense based on current and future METT-T.
    - Mobility/counter-mobility/survivability (M/CM/S) -- Analyzes friendly and enemy obstacles to ascertain impact on BSA defense and FSB capability to deliver supplies.
    - CSS -- Accounts for significant changes to supply, status of distribution capability, and status of medical treatment and evacuation capability.

- The FSB commander informs the DISCOM and brigade commanders whether he can meet their intents.

- The FSB commander decides the current FSB plan must be modified and initiates a FRAGO.

- The FSB commander conducts the military decision making process (MDMP) in a time constrained environment, if required.

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- The FSB commander and FSB staff simultaneously monitor, plan, and direct all aspects of current FSB operations while developing changes to plan.

- The FSB commander (with staff assistance, if required) develops new COAs.

- The FSB commander selects a COA and performs a suitability-feasibility-acceptability analysis:
  - Suitable -- accomplishes the FSB mission while meeting the DISCOM and brigade commanders' intents.
  - Feasible -- There is time to execute the COA, terrain supports the plan, the FSB has personnel and equipment to execute the plan, the new plan will not have adverse effects on ongoing operations or FSB subordinate units.
  - Acceptable -- The new plan can be conducted without unduly risking personnel, equipment, or mission accomplishment.

- The FSB commander conducts mission risk assessment to ensure that conditions most likely to cause mission failure and accidents (including fratricide) have been mitigated.
  - FSB units have not been tasked beyond their capabilities.
  - Situation and rules of engagement are understood by FSB members and procedural risk-reduction control measures have been implemented.

- The FSB commander directs preparation and issuance of a FRAGO.

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OUTCOME 4 DIAGNOSTIC AID

OUTCOME 4: Sound (suitable, feasible, acceptable) decisions are made by the FSB commander and others within the FSB.

Task Elements

1. **The forward support battalion commander directs and leads subordinate forces.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1031, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1045 63-1-1050, 63-1-1052 and 63-1-R303; FM 63-20, Chap 6, pp. 3-12, 5-4, 5-5, 5-9, 5-10, 5-13, 5-14, 6-2, 6-4, 6-5; FM 101-5, Chap 1, 2, 3, 4, 5, 6, App A, B, C, D, E, F, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6, 8; Battle Command, pp. 10-39, 42-45; TRADOC Pam 11-9, Chap 7, App D; CGSC ST 22-102]

1e. The FSB commander coordinates and integrates support of tactical operations. [FM 101-5, Chap 1, 5, 6; Battle Command, pp. 42-45, Battle Command Techniques and Procedures, Chap 2, 4; CGSC ST 22-102]

1e2 The FSB commander integrates and coordinates combat power in consideration of factors associated with each battlefield operating system (BOS); factors include: [TRADOC Pamphlet 11-9, Chap 7, App D; FM 101-5, Chap 1, 3, 4, App, A, B, C, D, E, F, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6; Battle Command, pp. 10-39]

   e) Intelligence: The FSB commander:

      (1) Continuously monitors intelligence reporting to be sure that changes to the enemy situation are being detected, evaluated, and reported.

      (2) Reviews his PIR to ensure that it reflects current intelligence needs.

      (3) Uses the weather conditions, battlefield situation, past NBC usage, and the enemy's NBC capabilities to update decisions on MOPP and exposure guidance, as well as his appraisal of NBC usage effects on the FSB and its mission. [FM 63-20, pp. 5-4, 5-5 and 6-5]

   h) The FSB commander integrates C2 requirements with the other BOS.

      (1) The FSB commander reviews the FSB DST and the synchronization matrix to ensure that:

         (a) Plan modifications are integrated.

         (b) Mission details to achieve the brigade commander's intent are adequately reflected.

      (3) The FSB commander reviews the criteria for the employment of the FSB reaction force to verify that his intent and visualized endstate can be achieved. [FM 63-20, p. 5-11]

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3. **The forward support battalion commander visualizes the battlefield.** [ARTEP 63-005-MTP, Task 63-1-1050; FM 63-20 pp. 5-3, 5-4, 5-5, 5-7, 5-10, 5-11, 5-12, 5-13, 6-2, 6-5, 6-6, 6-7; FM 100-5, Chap 1, 2, 3, 4, 5, 7, App C, D, E, H, J, pp. 1-14, 1-15, 1-16, 4-48; FM 34-130, Chap 1, 2, 3, 4; FM 34-8, Chap 1 & 2, App C; Battle Command Techniques and Procedures, Chap 2, 4, 5; Battle Command, pp. 10-14, 22-24, 38-45]

3a. The FSB commander updates his estimate based on his assessment of new information. [FM 101-5, Chap 1, 3, 4; Battle Command Techniques and Procedures, Chap 2, 4; FM 101-5, Chap 4; FM 34-130, Chap 1, 2, 4; Battle Command p. 10-14, 22-24]

3a1 Mission:

 a) The division, DISCOM, and brigade commanders' intentions and concepts.

 b) The FSB mission, in terms of:

  (1) The present concept of operation.

  (2) A comparison of the present plan to the current situation.

3a2 Characteristics of the AO:

 a) Weather.

  (1) Visibility (fog and cloud cover).

  (2) Light data.

  (3) Precipitation.

  (4) Temperature and humidity.

  (5) Wind speed.

 b) Terrain.

 c) Other pertinent factors:

  (1) Safety and accident prevention.

  (2) Civilian infrastructures that affect battalion operations, such as communications, transportation systems, and non-combatant locations or activity.

3a3 Enemy situation:

 a) Dispositions.

 b) Composition.

 c) Strength, to include committed forces, reinforcements, artillery, air, EW, AD, anti-tank, and NBC.

d) Capabilities, including ability to employ Level 2 and 3 forces against the brigade rear area.

e) Recent and present activities.

f) Peculiarities and weaknesses.

g) PIR/IR.

h) Enemy capabilities, intentions, and possible enemy COAs.

3a4 Friendly situation.

3b. The FSB commander projects current battle endstates necessary to achieve his intent based on his evaluation of the current plan and the FSB situation by considering factors associated with each BOS: [FM 101-5, Chap 4; FM 34-130, Chap 1, 2, 3; Battle Command Techniques and Procedures, Chap 2, 4; Battle Command, pp. 38-45; FM 34-8, Chap 1,2, App C]

3b1 Intelligence:

a) The FSB commander evaluates the effects of terrain on the friendly COA and the capability of the FSB to support friendly COAs while providing for force protection.

(1) Conducts ground/terrain reconnaissance, if at all possible. [FM 63-20, p. 5-13]

(2) Analyzes terrain using the five military aspects of terrain: [FM 63-20, p. 5-3]

(a) Observation and fields of fire.

(b) Cover and concealment.

(c) Obstacles.

(d) Key terrain.

(e) Avenues of approach.

b) The FSB commander evaluates the effects of weather on FSB and enemy operations. [FM 63-20, p. 5-4]

(1) Visibility (including fog and cloud cover) and light data.

(2) Wind speed and directions.

(3) Precipitation data.

(4) Temperature and humidity.

(5) Effects on the terrain and road networks.

c) Information is analyzed to identify and confirm or contradict the enemy's COA as identified during the IPB process. [FM 63-20, p. 5-5]

d) Reconnaissance elements are positioned and repositioned to find the enemy and track and report the enemy's movement and strength until the enemy can be neutralized or destroyed. [FM 63-20, pp. 5-10, 5-12 and 5-13]

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3b2 Maneuver: The FSB commander assesses plans for defense of BSA and CSS activities, and support of the brigade, as well as, branches of those plans, timelines, and portrayals of current and future enemy situations when deciding on an action or the need for a change to the plan. [FM 63-20, p. 6-2]

3b3 Command and control: The FSB commander employs decision aids such as the DST and the FSEM to help visualize the enemy's location, direction of movement, and purpose. He also uses them to aid in decisions to provide CSS support to the brigade.

3b4 Fire support:
a) The FSB S2/3 executes and, as required, modifies the FSEM, to conform to new METT-T factors or guidance from the FSB commander.
b) The FSB S2/3 evaluates the fire support plan, FSEM, and DST to determine that they are still relevant. [FM 63-20, p. 5-11]
c) The FSB commander receives reports that verify communication between the FSB S2/3 and the brigade fire support officer (FSO) and S3 to coordinate FSB supporting fires.
d) The FSB commander verifies that indirect fires are achieving desired results and intent.

3b5 AD: The FSB commander assesses the current and future FSB needs for AD assets based on current and future METT-T. [FM 63-20, pp. 5-7 and 5-10]

3b6 M/S: The FSB commander analyzes friendly and enemy obstacles as well as other barriers to ascertain the impact on the BSA defense and the FSB's capability to deliver supplies to required locations in a timely manner. [FM 63-20, p. 5-10]
a) Clear marking of friendly obstacles now in the brigade rear (due to brigade counterattack or exploitation) and lanes through them so that CSS elements can negotiate their way to provide support to the brigade.
b) Clear marking of bypassed enemy obstacles and lanes through them so that CSS elements can negotiate their way to provide support to the brigade.
c) Clear marking of NBC contaminated areas and lanes through them so that CSS elements can negotiate their way to provide support to the brigade.

3b7 CSS: The FSB commander uses CSS information to update his estimate of FSB capabilities. The FSB staff maintains and reports combat status and informs the FSB commander of significant changes. [FM 63-20, pp. 6-5 through 6-7]

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a) Significant changes to supply (all classes) for assigned, attached, and supported units. In particular, he reports:

(1) The status of CL III on hand in the FSB and projected to be delivered as compared to the anticipated brigade requirements through the accomplishment of the current mission and likely follow-on missions.

(2) The status of M/CM/S supplies on hand in the FSB and projected to be delivered as compared to the anticipated brigade requirements through the accomplishment of the current mission and likely follow-on missions.

(3) The status of CL V on hand in the FSB and projected to be delivered as compared to the anticipated brigade requirements through the accomplishment of the current mission and likely follow-on missions, especially controlled CL V munitions.

(4) The status of anticipated CL VII replacements and availability of crews to man the systems.

(5) The status of maintenance returns from the FSB to an operational capability and the status of CL IX for Bn TF equipment which is deadlined for organizational parts.

b) Significant losses of equipment, weapon systems, and supplies.

c) Personnel losses.

(1) Key personnel.

(2) Those that affect to a significant degree the FSB's capability to perform CSS functions.

d) The status of the FSB's medical treatment and evacuation capability.

e) The status of the FSB's capability to distribute supplies and equipment to supported units.

3c. The FSB 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, Chap 2, 4]

3c1 The FSB commander bases anticipated future requirements and actions on:

a) The brigade's on-order or be prepared mission(s).

b) His understanding of the brigade and DISCOM commanders' intents.

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 battle.

e) His assessment of the risk to the FSB and mission accomplishment resulting from anticipated or potential enemy actions or safety hazards.

f) His assessment of subordinate FSB units' capabilities.

g) Existing brigade contingency plans or war-gamed branches and sequels to the current operation.

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h) The FSB commander continuously reviews the current situation. The FSB commander compares the current situation with his updated estimate in regard to time, space, and purpose and identifies differences (changes) from his earlier estimate.

(1) Intent: The FSB commander uses the division, brigade, and DISCOM commanders' intents and concepts when assessing the relationship of time, space, and purpose with the terrain, enemy forces, and friendly forces.

(2) Mission: The FSB commander reviews and compares his mission and concept of the operation, as described in his most recent orders, to the current situation.

(3) Terrain: The FSB commander determines differences in terrain, weather, and visible light, as well as enemy or friendly use of obstacles, obscurants, and electromagnetic measures as they relate to the FSB's mission.

(4) Enemy.

(a) Based on reports from BSA R&S elements, subordinate FSB units, BSA elements, and other collection assets, the FSB commander determines what has changed in his knowledge of enemy locations, activities, capabilities, limitations, and probable intentions.

(b) The FSB commander makes inferences and deductions to update his assessment of enemy activities, capabilities, limitations, and probable intentions. The FSB commander assesses the information given him using his personal experience, knowledge of enemy doctrine and tactics, intuition, and understanding of patterns established by the enemy being faced. He uses the DST as an aid in comprehending the battle.

(5) Friendly (troops).

(a) The FSB commander knows the changes in the location, activities, missions, and intentions of subordinate FSB units and supported units.

(b) The FSB commander knows the changes in the FSB overall, and in the individual FSB companies defensive postures, in terms of capability relative to missions.

1 Capabilities, strengths, and weaknesses of subordinate FSB commanders.

2 Capabilities, strengths, and weaknesses of subordinate FSB units.

a Weapon systems and equipment.

b Personnel available.

c Supplies.

3c2 The FSB commander develops information to assist him in determining future requirements and actions by:

a) Personal observation.

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b) Communicating with the brigade and DISCOM commanders and headquarters to ensure that he knows and understands the situation, requirements, and future brigade and DISCOM plans.

c) Soliciting input from the senior leadership within the FSB; e.g., the FSB XO, S2/3, and subordinate FSB commanders.

(1) The FSB staff briefs the FSB commander and XO on the current tactical situation to include repositioning recommendations. [ARTEP 63-005-MTP, Task 63-1-1050]

(2) FSB company commanders and other subordinate FSB leaders send reports to the FSB commander and CPs (according to unit standing operating procedures). Elements report the situation, significant changes in the plan or intelligence, and information that fulfills EEFI to the FSB commander and FSB CPs.

3c3 The FSB commander defines requirements and actions based on BOS factors:

a) Intelligence BOS:
(1) Adjustments necessary to the PIR.
(2) Additional intelligence collection assets needed.
(3) Mission changes required for intelligence collection assets.

b) Maneuver BOS:
(1) Anticipated requirement for employment of the TCF.
(2) Anticipated requirements to reposition the BSA.

c) Fire support BOS: Changes required to the fire support priorities and plan.

d) Command and control BOS:
(1) Required adjustments in the FSB C2.
(2) Additional communications capability required.
(3) Impact of time on future actions.
(4) Adjustments necessary to C2 graphics.
(5) Adjustments necessary to the DST and other operational matrices.

e) Air defense BOS:
(1) Repositioning requirements for AD assets.
(2) Adjustments to the AD priorities.
(3) Additional AD assets needed.

f) M/S BOS:
(1) Additional M/CM/S assets required.
(2) Adjustments to the mobility tasks required.
(3) Countermobility tasks required.

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(4) Survivability tasks required.
(5) MOPP status.
(6) Decontamination requirement.

g) CSS BOS:
(1) Additional CL III required to support the brigade's fuel requirements.
(2) Additional CL V required to support the brigade's ammunition requirements.
(3) Additional CL IV and V barrier material required to support the brigade's M/CM/S requirements.
(4) Additional CL VII required to support the brigade's WSRO requirements.
(5) Additional CL IX required to support the brigade's maintenance requirements.
(6) Additional medical treatment and evacuation assets required to support the brigade's medical requirements.
(7) Additional transportation's assets required to distribute required supplies and equipment to the brigade.

3d. The FSB commander informs the DISCOM and brigade commanders of the results of his battalion assessment.

3d1 The FSB commander's projection of the current battle indicates that the DISCOM and brigade commander's intent cannot be met.

3d2 The FSB must receive additional CSS assets to achieve the DISCOM and brigade commanders' intent.

3d3 The FSB can accomplish the mission.

3e. The FSB commander decides whether the current plan needs to be changed. [FM 101-5, Chap 4, 7, App H, J; Battle Command Techniques and Procedures, Chap 2, 4, 5]

3e1 The FSB commander decides the current plan meets the assessed situation and continues to monitor and direct support of the brigade. [FM 101-5, p. 4-48]

3e2 The FSB commander decides the plan must be modified. [FM 101-5, p. 4-48]

a) The FSB commander bases his decision to initiate a FRAGO by considering: [FM 101-5, pp. 1-14 through 1-16]
(1) Whether COAs previously developed can be modified and developed as the new plan.
(2) Time available to develop, coordinate, and implement a new plan.
(3) Subordinate units' time to complete new preparation requirements under the new plan.

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(4) The FSB staff's ability to continue to monitor and direct current battalion activities while meeting new planning requirements.

b) The FSB commander determines how to modify the military decision-making process (MDMP) based on complexity, potential probable confusion on the battlefield, and time available. [FM 101-5, Chap 4]

(1) The FSB commander determines staff availability, the magnitude of change to the plan, and the amount of time available before execution.

(2) The FSB commander decides where to conduct the MDMP and actions required to produce and disseminate the FRAGO.

4. **The forward support battalion commander directs changes to the operation or plan.** [ARTEP 63-005-MTP, Task 63-1-1022; FM 63-20, pp. 6-2, A-1, A-3, A-4; FM 101-5, Chap 1 & 4, App B & H, pp. 4-55 and 4-41 through 4-60]

4b. The FSB commander conducts the MDMP in a time-constrained environment, if required. [FM 101-5, p. 4-41 through 4-60]

4b1 When planning changes to current orders or planning for a new mission during the execution phase of the current battle, the FSB commander must:

a) Consider using MDMP products developed during the current mission as reference points from which modifications are made.

(1) Weather analysis.
(2) Terrain analysis.
(3) Current updated staff estimates.
(a) Brigade capabilities.
(b) Constraints.
(4) PIR, EEFI, and friendly forces information requirements (FFIR) requested by the FSB commander.

b) The FSB commander and the FSB staff must simultaneously monitor, plan, and direct all aspects of FSB operations (e.g., execution of the current mission; development of changes to the current plan).

c) Anticipate the outcome of the current mission and begin considering future requirements and actions.

d) Recognize similarities and/or differences between the initial plan and new requirements.

e) Assess friendly force posture, enemy probable actions and postures, and battle space.

f) Modify existing branches and sequels to meet new requirements.

g) Consider key FSB leader and FSB staff availability and location.

h) Monitor the amount of time available for planning and rehearsal.

i) Consider the extent of the reconnaissance effort necessary to obtain critical information.

4b2 The FSB commander completes an update of his estimate.

a) Mission:

(1) Identifies specified and implied tasks which the FSB must accomplish.

(2) Appraises whether the who, what, where, when, and why of the "new" FSB plan support the brigade and DISCOM commander's intent.

b) Enemy:

(1) Strength, location, disposition, activity, equipment, capability, and probable intentions.

(2) Single or limited number of enemy COAs which pose the greatest threat to the BSA.

c) Terrain and weather: Factors of observation and fields of fire, cover and concealment, obstacles, key terrain, avenues of approach, vegetation, soil type, hydrology conditions, visibility, climatic conditions, and visibility.

d) Troops: The FSB commander analyzes the FSB's personnel and equipment in terms of capability relative to the mission by considering:

(1) Capabilities, strengths, and weaknesses of subordinate FSB commanders and units.

(2) Personnel and equipment.

(3) Disposition.

(4) Supplies.

(5) Troop rest and morale.

e) Time: The FSB commander analyzes the time available for planning, preparing, and executing the operation for both enemy and friendly forces.

4b3 The FSB commander conducts a quick mission analysis by:

a) Analyzing the DISCOM and/or brigade commanders' intents.

b) Determining the FSB's stated mission and required endstate to accomplish that mission.

c) Comparing the desired endstate for the FSB to the enemy situation.

d) Deciding whether the FSB has the assets and resources to execute the new mission.

e) Identifying time critical tasks (e.g., shifting units, resupply, requesting additional resources).

f) Conducting a map reconnaissance or, if possible, a brief physical reconnaissance.

g) Establishing a time schedule using backward planning.

4b4 The FSB commander may request information from the FSB staff to support his COA development.

a)   BOS specific information from selected FSB staff members.

b)   Information available in products developed during the initial mission MDMP.

4b5   The FSB commander describes his revised concept and COA to his staff. [FM 101-5, pp. 4-48, 4-49]

  a)   The FSB commander develops and explicitly expresses:

    (1)   His intent and desired endstate.

    (2)   The concept of operations.

    (3)   Enemy COA(s) to be considered.

    (4)   CCIR.

    (5)   Limitations.

    (6)   Risks.

  b)   If time is available, the FSB staff:

    (1)   Develops details on the COA provided by the FSB commander.

    (2)   Develops branches and sequels to the selected COA which adhere to the FSB commander's guidance.

4b6   The FSB commander performs a suitability-feasibility-acceptability analysis of the selected COA. The FSB commander performs the analysis by himself or with staff assistance. [FM 101-5, p.4-51]

  a)   Suitability factors:

    (1)   The new concept accomplishes the FSB mission.

    (2)   The new concept meets the DISCOM and brigade commanders' intents.

  b)   Feasibility factors:

    (1)   There is time available to execute the plan(s) as designed.

      (a)   Time and duration of events.

      (b)   Time and distance factors for movement and provision of CSS.

    (2)   Roads and terrain support the plan.

    (3)   The FSB has the means to execute the plan(s) as designed

    (4)   The impact on on-going actions.

    (5)   The impact on subordinate FSB units.

  c)   Acceptability:

    (1)   Achieves the desired endstate.

    (2)   Mission success is not at significant risk of failure.

    (3)   Hazards to soldiers, equipment, and supplies are within acceptable limits.

4b7   The FSB commander quickly compares COAs (if more than one).

4b8   The FSB commander selects a COA and announces his decision to key FSB staff members.

4b9   The FSB commander conducts mission risk assessment to ensure that conditions most likely to cause mission failure and accidents (including fratricide) have been mitigated.

   a)   FSB units have not been tasked beyond their capabilities.
   b)   Procedural and positive risk-reduction control measures have been implemented, for example:
      (1)   The situation is understood by FSB members.
      (2)   The procedures governing clearance to engage targets are clear.
      (3)   The FSB TSOPs are consistent with doctrine and are adhered to.
      (4)   Control measures are flexible enough to not interfere with operations and are firm enough to prevent fratricide, civilian casualties, and collateral damage.
      (5)   Doctrinally correct terminology is applied to all control measures.
      (6)   The rules of engagement (ROE) are clear.

4b10   The FSB commander reviews his current CCIR to determine: [FM 101-5, pp. 4-47 & 48]

   a)   The validity of CCIR.
   b)   New CCIR required to provide him with the information needed to make decisions about the plan.

6.   **The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.**   [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1035, 63-1-1036, 63-1-1042, 63-1-1045, 63-1-1052, 63-1-1053; FM 63-20, Chap 6, pp. 3-2, 3-3, 3-4, 3-5, 5-6, 5-7, 5-8, 5-9, 6-4, 6-6, 6-7]

6a.   The FSB assists the brigade in consolidation and/or reorganization.

6a2   In the event the brigade requires reconstitution of one of the maneuver companies, the FSB XO analyzes the requirements and selects reconstitution task force (RTF) personnel in coordination with the support operations section and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1035]

   a)   Reorganizes FSB staff personnel to maintain required logistics and HSS activities during assessment.   [ARTEP 63-005-MTP, Task 63-1-1035]

b) Provides personnel with expertise in the supply, medical, and maintenance fields from the FSB staff and division/corps elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1035]

c) Coordinates additional personnel requirements with the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1035]

e) Dispatches FSB RTF personnel to location(s) designated by the brigade XO or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1035]

6b. The FSB conducts its own reorganization.

6b1 The FSB commander assesses the status and the capability of the FSB. The FSB commander makes changes to FSB priorities in coordination with the DISCOM and brigade commanders. [FM 63-20, pp. 5-6 through 5-9 and Chap 6]

a) Personnel replacement.

b) Intelligence collection effort.

c) Support plan.

d) R&S plan.

e) Fire support.

f) Supply.

g) Engineer support.

h) Medical support.

i) Maintenance support.

6b2 The FSB commander directs and sets priorities for reconstitution of personnel functions and organizations. FSB commander and subordinate leaders cross-level available resources to meet requirements.

a) Personnel and responsibilities. [FM 63-20, pp. 3-2 and 6-4]

b) Supplies and equipment. [FM 63-20, pp. 6-4 and 6-7]

6c. The FSB commander confirms that the FSB is prepared to continue the mission. Confirmation criteria include:

6c1 Successful completion of reorganization and consolidation by all FSB elements.

6c2 FSB CP and other C3 facilities or systems are fully operational. (FSB XO)

6c3 BSA is operational and all FSB units are operational. (FSB S2/3)

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6c4   FSB subordinate units responsible for external support to brigade units are mission capable. (FSB support operations officer)

6c5   FSB casualty treatment and evacuation system will support future operations. (FSB medical company commander)

6c6   FSB strength is adequate to continue successful mission accomplishment. (FSB S1)

6c7   FSB maintenance and supply systems and status will support future operations. (FSB S4)

OUTCOME 5 ASSESSMENT

OUTCOME 5: Affected units and personnel receive relevant direction, changes, and refinements to the plan in time to perform troop leading procedures and execute coordinated and synchronized actions. (Use Tables 2, 3, 5, 7, 8, and 9)

Component A. FSB staff issues WARNOs and FRAGOs.	Adequate	Marginal	Not Adequate

Assessment Statements

- The FSB commander and/or staff issue WARNOs to alert FSB staff members and FSB subordinate elements that the plan will be changed.

- The FSB issues a complete FSB FRAGO which contains:
  - a) The mission statement.
  - b) The FSB commander's intent and concept of the operation.
  - c) Pertinent extracts taken from more detailed orders, e.g.:
    - (1) Ammunition controlled supply rates (CSRs).
    - (2) Updates to command controlled CL VII.
    - (3) CSS push packages from the DISCOM or corps.
    - (4) Changes to the brigade or DISCOM missions.
  - d) Control measures that promote initiative, synchronization, and agility while minimizing exposure to fratricide including:
    - (1) Graphics and control measures for the operation.
    - (2) The DST and synchronization matrix.
    - (3) The fire support plan.
    - (4) The communications plan.
    - (5) The CSS plan.

- If time does not permit the publication of a written FRAGO, the FSB commander will direct the FSB S2/3 to publish an overlay with critical information or, issue a verbal order to the key leaders in the BSA.

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- The FSB staff coordinates internally, and with the DISCOM and brigade, to synchronize the FRAGO.

Adequate	Marginal	Not Adequate
Component B. FSB commander and staff direct execution of FSB support to the armored brigade.		

Assessment Statements

- The FSB support operations officer supervises external logistics and health services support operations in support of the brigade.

- The FSB support operations section coordinates logistical support for brigade units (represented by brigade S4, task force HHCs, other).

- The FSB commander synchronizes support of tactical operations to focus CSS at decisive points to support brigade commander's intent.

- FLE and other BSA element movements are conducted so that units are on time and at the right place to achieve intended results.

- FSB provides required support to the armored brigade.

Adequate	Marginal	Not Adequate
Component C. FSB commander and staff direct and lead defense of BSA and FSB activities.		

- FSB commander and staff coordinate with brigade S3 to allocate support (e.g., target list, engineer assets to build obstacles, indirect fires).

- BSA elements are informed when enemy approaches their area(s).

- BSA elements are directed to take appropriate action (e.g., fight, hide, or move out of the way) when enemy approaches.

- Equipment, personnel, supplies, and materiel in the BSA survive the battle.

OUTCOME 5 DIAGNOSTIC AID

OUTCOME 5: Affected units and personnel receive relevant direction, changes, and refinements to the plan in time to perform troop leading procedures and execute coordinated and synchronized actions.

<u>Task Elements</u>

Component A: FSB staff issues WARNOs and FRAGOs.

1. **The forward support battalion commander directs and leads subordinate forces.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1031, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1045 63-1-1050, 63-1-1052 and 63-1-R303; FM 63-20, Chap 6, pp. 3-12, 5-4, 5-5, 5-9, 5-10, 5-13, 5-14, 6-2, 6-4, 6-5; FM 101-5, Chap 1, 2, 3, 4, 5, 6, App A, B, C, D, E, F, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6, 8; Battle Command, pp. 10-39, 42-45; TRADOC Pam 11-9, Chap 7, App D; CGSC ST 22-102]

1a. The FSB commander directs subordinate forces.

1a4 The FSB commander directs the execution of the battle: [Battle Command Techniques and Procedures, Chap 3, 4; Battle Command, pp. 10-16, 32-37]

    a) Issues timely FRAGOs to:

        (1) Modify the OPORD or create a new OPORD.

        (2) Change priorities.

4. **The forward support battalion commander directs changes to the operation or plan.** [ARTEP 63-005-MTP, Task 63-1-1022; FM 63-20, pp. 6-2, A-1, A-3, A-4; FM 101-5, Chap 1 & 4, App B & H, pp. 4-55 and 4-41 through 4-60]

4a. The FSB commander and/or the FSB staff issue WARNOs to alert FSB staff members and FSB subordinate elements that the plan will be changed. WARNOs may include: [FM 101-5, p.4-55; FM 63-20, p. 6-2]

4a1 The enemy situation, events, and the mission, task, or operation.

4a2 The brigade, division, and DISCOM's missions.

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4a3   The brigade, division, and DISCOM commanders' intents.

4a4   The FSB commander's intent statement.

4a5   The earliest time of movement or degree of notice the FSB commander can provide to the main body.

4a6   Orders for repositioning FSB units and/or the FLE.

4a7   Service support instructions, any special equipment necessary, regrouping of transportation, or preliminary moves to assembly areas.

4a8   The rendezvous point or the time for assembly of an FSB orders group; whether FSB commanders or representatives are to attend; and the time needed for issuing written orders.

4a9   In the MDMP in a time-constrained environment, the FSB commander will attempt to provide the brigade surgeon and the support operations officer to the brigade main CP to assist in the brigade decision-making process. If METT-T doesn't permit this, the brigade S4 liaison, located at the brigade main CP, will coordinate with the FSB commander or the FSB support operations officer to obtain CSS input.

4b.   The FSB commander conducts the MDMP in a time-constrained environment, if required. [FM 101-5, p.4-41 through 4-60]

4b8   The FSB commander selects a COA and announces his decision to key FSB staff members.

4b11   The FSB commander directs preparation of a FRAGO. [FM 101-5, App H]

   a)   The FSB commander, during battle execution, may prepare the FRAGO himself.

      (1)   The FSB FRAGO must be documented so that the FSB staff can conduct necessary synchronization and integration activities.

      (2)   The FSB staff members assist in the preparation of the FRAGO, as required.

   b)   The FSB commander may direct the FSB staff to prepare the FRAGO.

      (1)   The FSB XO manages and supervises internal and external coordination by the FSB staff to prepare a synchronized FRAGO.

(2) The FSB staff takes prompt action to accomplish the guidance given by the FSB commander.

    (a) Publishes refinements to FSB orders, annexes, and synchronization products.
    (b) Initiates requests to the DISCOM and/or brigade for additional support.
    (c) Facilitates planning for future operations and coordinates additional support from the DISCOM and/or brigade.

(3) The FSB staff prepares FRAGOs reflecting changes to the current plan for the FSB commander's approval: [FM 101-5, App H]

    (a) Graphics and control measures for the operation.
    (b) The DST and synchronization matrix.
    (c) The fire support plan.
    (d) The communications plan.

(4) CSS plan: The FSB support operations section prepares a FRAGO to the FSB OPORD support operations annex in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1022]

    (a) Prepares operational changes as specified by the FSB support operations officer based on supplemental information. [ARTEP 63-005-MTP, Task 63-1-1022]

    (b) Completes the message form format in accordance with the FSB TSOP within the time specified in the FSB commander's or FSB support operations officer's guidance. [ARTEP 63-005-MTP, Task 63-1-1022]

    (c) Forwards the draft FSB FRAGO to the support operations officer for review and approval. [ARTEP 63-005-MTP, Task 63-1-1022]

    (d) Forwards the approved FSB FRAGO to the FSB S2/3 section for publication. [ARTEP 63-005-MTP, Task 63-1-1022]

    (e) Disseminates the FSB FRAGO to all affected elements. [ARTEP 63-005-MTP, Task 63-1-1022]

4b12 The FSB commander approves and directs issuance of the FRAGO. [FM 101-5, p.4-49] The FSB commander may normally, in the execution phase, approve and issue (personally or by the FSB S2/3) the FSB FRAGO from the FSB.

4b13 The FSB issues a complete FSB FRAGO which contains: [FM 101-5, App H]

    a) The mission statement.
    b) The FSB commander's intent and concept of the operation.
    c) Pertinent extracts taken from more detailed orders; e.g.:

    (1)   Ammunition CSRs.
    (2)   Updates to command controlled CL VII.
    (3)   CSS push packages from the DISCOM or corps.
    (4)   Changes to the brigade or DISCOM missions.

d)   Control measures that promote initiative, synchronization, and agility while minimizing exposure to fratricide including:

    (1)   Graphics and control measures for the operation.
    (2)   The DST and synchronization matrix.
    (3)   The fire support plan.
    (4)   The communications plan.
    (5)   The CSS plan.

4b15   If time does not permit the publication of a written FRAGO, the FSB commander directs the FSB S2/3 to publish an overlay with critical information or, to issue a verbal order to the key leaders in the BSA.

4d.   The FSB commander directs the FSB to implement and execute the FSB FRAGO. [FM 63-20, p. A-1)

Component B.   FSB commander and staff direct execution of FSB support to the supported brigade.

1.   **The forward support battalion commander directs and leads subordinate forces.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1031, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1045 63-1-1050, 63-1-1052 and 63-1-R303; FM 63-20, Chap 6, pp. 3-12, 5-4, 5-5, 5-9, 5-10, 5-13, 5-14, 6-2, 6-4, 6-5; FM 101-5, Chap 1, 2, 3, 4, 5, 6, App A, B, C, D, E, F, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6, 8; Battle Command, pp. 10-39, 42-45; TRADOC Pam 11-9, Chap 7, App D; CGSC ST 22-102]

1a.   The FSB commander directs subordinate forces.

1a4   The FSB commander directs the execution of the battle: [Battle Command Techniques and Procedures, Chap 3, 4; Battle Command, pp. 10-16, 32-37]

a)   Issues timely FRAGOs to:
    (1)   Modify the OPORD or create a new OPORD.
    (2)   Change priorities.

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b) Requests additional resources and assets from the division through the brigade S3 or the DISCOM SPO section.

c) Provides guidance as appropriate to FSB subordinate commanders and the FSB staff.

d) Ensures continuous mutual support among units.

e) Ensures continuity of command throughout the FSB.

1b. The FSB commander uses his staff to assist him in directing and monitoring the battlefield: [FM 101-5, Chap 1, 3; Battle Command Techniques and Procedures, Chap 2, 4]

1b1 The FSB XO supervises the FSB CP.

1b2 The FSB commander provides guidance to the FSB staff as required for tasks not governed by the TSOP or usual practices.

1b3 The FSB support operations officer supervises external logistics and HSS operations in support of the brigade. [ARTEP 63-005-MTP, Task 63-1-1022]

a) Directs and coordinates logistics and HSS policy and subordinate FSB units' mission changes with the DISCOM staff and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1022]

b) Directs lateral distribution of DS stocks as driven by changing requirements and priorities in support of brigade operations. [ARTEP 63-005-MTP, Task 63-1-1022]

c) Directs redistribution of logistics and HSS workloads as driven by changing requirements and priorities in support of brigade operations. [ARTEP 63-005-MTP, Task 63-1-1022]

d) Directs revision of customer lists as driven by changing requirements, workloads, and priorities. [ARTEP 63-005-MTP, Task 63-1-1022]

e) Supervises coordination of the weapon system replacement missions as directed by the DISCOM staff and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1022]

f) Supervises maintenance of the logistics and HSS situation map(s) (SITMAP). [ARTEP 63-005-MTP, Task 63-1-1022]

g) Supervises operations of the FSB support operation section to ensure compliance with the brigade OPORD service support annex and the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1022]

1b4 The FSB support operations section coordinates logistical support for brigade units (coordination is made with the brigade S4 and task force [TF] headquarters and headquarters company [HHC] commanders):

a) Directs and coordinates the FSB logistics and HSS system support with the FSB S1 and S4 sections. [ARTEP 63-005-MTP, Task 63-1-1022]

b) Directs and coordinates tactical actions. [ARTEP 63-005-MTP, Task 63-1-1022]

   (1) The repositioning of base locations based on the tactical situation with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1022]

   (2) The response to enemy NBC attacks in coordination with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1022]

c) Directs and coordinates CL III support for brigade units.

   (1) Coordinates CL III support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1026]

      (a) Implements sustainment controls and priorities established in the brigade OPORD service support annex. [ARTEP 63-005-MTP, Task 63-1-1026]

      (b) Implements the increased consumption plan in coordination with the brigade S4, the DMMC, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]

      (c) Provides adjustment recommendations for bulk fuel forecasts to reflect increased requirements to the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]

      (d) Coordinates relocation of CL III supply points to forward locations with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]

      (e) Coordinates throughput bulk fuel and fog oil distribution with the DMMC and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]

      (f) Coordinates bulk fuel airdrop or slingload resupply with the DISCOM SPO and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]

   (2) Coordinates CL III support during defensive operations, to include retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1026]

      (a) Coordinates stockpiling of limited amounts of CL III products in centrally located battle positions as directed by the brigade S4 with the DMMC and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]

      (b) Organizes and executes CL III delivery during periods of limited visibility to reduce the chances of enemy interference. [ARTEP 63-005-MTP, Task 63-1-1026]

      (c) Repositions CL III assets, by echelon, to the rear. [ARTEP 63-005-MTP, Task 63-1-1026]

      (d) Directs the FSB headquarters and supply company to upload as many CL III assets as possible. [ARTEP 63-005-MTP, Task 63-1-1026]

      (e) Coordinates adjustments to the fuel consumption forecast to reduce the quantity of fuel pushed forward with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]

(f)   Coordinates the evacuation of petroleum products to planned fall-back points as directed by the brigade S4 with the DISCOM SPO and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1026]

(g)   Provides instructions for the destruction of petroleum products to the brigade and subordinate FSB units to prevent enemy capture or use. [ARTEP 63-005-MTP, Task 63-1-1026]

(h)   Directs evacuation of CL III at night and during periods of limited visibility. [ARTEP 63-005-MTP, Task 63-1-1026]

(i)   Coordinates security requirements with the brigade S3 and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]

(3)   The FSB support operations section coordinates CL III support in an NBC environment. Coordinates issuance of contaminated petroleum products with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1026]

d)   Directs and coordinates CL V support for brigade units.

(1)   Coordinates CL V support for brigade units during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1027]

(a)   Implements sustainment controls and priorities set forth by the brigade OPORD service support annex or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]

(b)   Coordinates with the DISCOM SPO section and the brigade S4 for additional transportation requirements for the movement of ammunition within the BSA. [ARTEP 63-005-MTP, Task 63-1-1027]

(c)   Coordinates with the brigade S4 and the DISCOM SPO section on the movement of the ammunition transfer point (ATP) as far forward as possible. [ARTEP 63-005-MTP, Task 63-1-1027]

(d)   Coordinates movement of preplanned and pre-configured CL V push-packages with the brigade S4, the DMMC DAO, and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]

(e)   Coordinates CL V airdrop or slingload resupply with the brigade S4, the DMMC DAO, and the DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1027]

(f)   Coordinates with the brigade S4 on the adjustment and redistribution of ammunition stocks as the tactical situation changes. [ARTEP 63-005-MTP, Task 63-1-1027]

(2)   The FSB support operations section coordinates CL V support during defensive operations, to include retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1027]

(a)   Coordinates with the brigade S4, the DMMC, and the FSB headquarters and supply company on stockpiling limited amounts of ammunition in centrally located occupied positions in the forward main battle area. [ARTEP 63-005-MTP, Task 63-1-1027]

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(b) Coordinates adjustment of basic loads with the DMMC DAO to allow Bn TFs to stock increased amounts of ammunition. [ARTEP 63-005-MTP, Task 63-1-1027]

(c) Coordinates with the brigade S4, the DMMC division ammunition officer (DAO), and the FSB headquarters and supply company on push packages of critical ammunition. [ARTEP 63-005-MTP, Task 63-1-1027]

(d) Coordinates with the DMMC DAO and the DISCOM SPO section on locations of semitrailers and other vehicles loaded with unit type, high-usage ammunition near positions expected to be occupied as brigade units withdraw. [ARTEP 63-005-MTP, Task 63-1-1027]

(e) Directs the ATP to prepare CL V supplies for rapid displacement. [ARTEP 63-005-MTP, Task 63-1-1027]

(f) Coordinates with the brigade S4 on a night resupply plan to reduce the chance of enemy interference. [ARTEP 63-005-MTP, Task 63-1-1027]

(g) Coordinates the replenishment, reallocation, and redistribution of ammunition stocks as needed with the DMMC DAO. [ARTEP 63-005-MTP, Task 63-1-1027]

(h) Coordinates limiting the flow of ammunition forward with the brigade S4, the DMMC DAO, and the ATP. [ARTEP 63-005-MTP, Task 63-1-1027]

(i) Provides instructions to brigade units and FSB subordinate units for the destruction of ammunition to prevent enemy capture in accordance with the TSOP. [ARTEP 63-005-MTP, Task 63-1-1027]

(j) Coordinates for the storage of maximum quantities of ammunition on mobile tractor trailers with the DISCOM SPO and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1027]

(k) Coordinates the evacuation of CL V supplies to planned fall-back points as directed by the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]

(l) Directs the evacuation of CL V at night and during periods of limited visibility. [ARTEP 63-005-MTP, Task 63-1-1027]

(m) Coordinates security requirements for movement or storing of CL V supplies with the brigade S3 or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1027]

(3) Coordinates CL V support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1027]

(a) Coordinates the movement of contaminated stocks with the brigade S4, the DMMC DAO, and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]

(b) Coordinates routes for transporting contaminated stock with the FSB S2/3 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1027]

(c)   Coordinates issuance of contaminated stock with the brigade S4, the ATP, and the DISCOM DAO. [ARTEP 63-005-MTP, Task 63-1-1027]

e)

Directs and coordinates maintenance support for brigade units.

(1)   Coordinates maintenance support during offensive operations. [ARTEP 63-005-MTP, Task 63-1-1028]

(a)   Coordinates with the brigade S4 and the FSB maintenance company on the relocation of maintenance support teams (MSTs) to accompany or follow attacking elements. [ARTEP 63-005-MTP, Task 63-1-1028]

(b)   Provides directions and guidance on the repair priority of critical items. [ARTEP 63-005-MTP, Task 63-1-1028]

(c)   Provides directions and guidance on unserviceable repairable items accountability and evacuation. [ARTEP 63-005-MTP, Task 63-1-1028]

(d)   Directs recovery operations using all available recovery and evacuation assets in the BSA in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]

(e)   Coordinates with the DISCOM SPO and the FSB maintenance company on the uploading of combat-essential authorized stockage list and prescribed load list (PLL) stocks for quick redeployment forward. [ARTEP 63-005-MTP, Task 63-1-1028]

(2)   Coordinates maintenance support during defensive operations, to include retrograde operations. [ARTEP 63-005-MTP, Task 63-1-1028]

(a)   Coordinates the maintenance repair parts portion of push-packages with the brigade S4 and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]

(b)   Directs and consolidates available MSTs to maximize the use of available transportation assets. [ARTEP 63-005-MTP, Task 63-1-1028]

(c)   Directs the forward deployment of MSTs consistent with the tactical situation. [ARTEP 63-005-MTP, Task 63-1-1028]

(d)   Directs maintenance efforts to ensure that the rapid return of critical repairable weapons systems to battle in the least time possible. [ARTEP 63-005-MTP, Task 63-1-1028]

(e)   Coordinates the relocation of maintenance elements that are not part of MSTs with the brigade S4 and the FSB maintenance company by echeloning non-team elements to the rear. [ARTEP 63-005-MTP, Task 63-1-1028]

(f)   Coordinates security requirements for maintenance operations with the brigade S3 or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]

(g)   Coordinates with the DMMC, the brigade S4, and the FSB maintenance company on limiting the flow of repair parts and replacement components forward. [ARTEP 63-005-MTP, Task 63-1-1028]

(h)   Coordinates additional transportation requirements needed to deploy maintenance elements and critical repairable equipment to the rear with the brigade S4, the DISCOM SPO, and the FSB maintenance company. [ARTEP 63-005-MTP, Task 63-1-1028]

(i)   Directs evacuation of maintenance elements that have critical repairables to withdrawal points, as directed by the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]

(j)   Coordinates the authorization for cannibalization exception to policy with the DISCOM SPO and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]

(k)   Directs the destruction of critical non-repairable and non-critical equipment that are not repairable within the established time frame in coordination with the brigade S4 and in accordance with established directives. [ARTEP 63-005-MTP, Task 63-1-1028]

(l)   Directs evacuation of supplies and equipment during periods of limited visibility, if the tactical situation permits. [ARTEP 63-005-MTP, Task 63-1-1028]

(m)   Coordinates security requirements for maintenance operations with the brigade S3 or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]

(3)   Coordinates maintenance support in an NBC environment. [ARTEP 63-005-MTP, Task 63-1-1028]

(a)   Provides direction and guidance on the priority of contaminated equipment for repairs, recovery, and evacuation in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1028]

(b)   Coordinates requirements for decontamination teams with the brigade S4 and the FSB S4. [ARTEP 63-005-MTP, Task 63-1-1028]

f)   Directs and coordinates CL II support. Coordinates emergency or air resupply during NBC intrusions with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1029]

g)   Directs and coordinates CL IV support. Coordinates to meet increased brigade demands during defensive operations with the brigade S4, the DISCOM SPO, and the main support battalion (MSB) support operations section. [ARTEP 63-005-MTP, Task 63-1-1029]

h)   Directs and coordinates CL VII support. [ARTEP 63-005-MTP, Task 63-1-1029]

(1)   Coordinates assembly of end items, crews, and ammunition, when directed that weapons systems replacement is to be conducted in the BSA. [ARTEP 63-005-MTP, Task 63-1-1029]

(2)   Coordinates CL VII deliveries with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1029]

i)   Directs and coordinates BSA HSS operations. [ARTEP 63-005-MTP, Task 63-1-1031]

(1)   Coordinates forward echelonment of MEDEVAC elements in support of offensive operations with the FSB medical company, the brigade S4, and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]

(2)   Coordinates relocation of medical elements to fall back positions in support of defensive or retrograde operations with the FSB medical company, the brigade S4, and the DMOC. [ARTEP 63-005-MTP, Task 63-1-1031]

(3)   Coordinates division-level logistics and HSS operations for the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1022]

        (a)   Coordinates redistribution of stock and services to accommodate changing requirements and priorities. [ARTEP 63-005-MTP, Task 63-1-1022]

        (b)   Coordinates stock status projections with DMMC commodity managers. [ARTEP 63-005-MTP, Task 63-1-1022]

        (c)   Coordinates reorganization requirements with the brigade S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1022]

j)   Coordinates and oversees ROM operations.

k)   Directs and coordinates GRREG support in the BSA. Coordinates aerial reconnaissance for the search for remains with the brigade S4, the DISCOM SPO, and the FSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1034]

1b5   The FSB S2/3 section directs and coordinates internal FSB operations.

a)   The FSB S2/3 supervises tactical support area operations. [ARTEP 63-005-MTP, Task 63-1-1037]

        (1)   Assigns specific areas of responsibility and work shifts to all assigned FSB staff members for a 24-hour a day operation. [ARTEP 63-005-MTP, Task 63-1-1037]

        (2)   Enforces sleep plans that are consistent with phases of the brigade's operation. [ARTEP 63-005-MTP, Task 63-1-1037]

        (3)   Monitors the performance of personnel in their specified areas of expertise to ensure compliance with established guidance and the FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1037]

        (4)   Provides briefings on the current tactical situation to the FSB XO and/or the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1037]

c)   The FSB S1 section directs internal personnel replacements. [ARTEP 63-005-MTP, Task 63-1-1042]

1e.   The FSB commander coordinates and integrates support of tactical operations. [FM 101-5, Chap 1, 5, 6; Battle Command, pp. 42-45, Battle Command Techniques and Procedures, Chap 2, 4; CGSC ST 22-102]

1e1   The FSB commander integrates support of tactical operations by using the following techniques to employ required CSS at required times or places.

a)   Maintaining a current updated estimate of the situation.

b)   Maintaining communications with all FSB elements.

c)   Focusing CSS at decisive points to support the brigade commander's intent.

d)   Continuously monitoring and using FSB, DISCOM, and brigade decision support aids (e.g., DST and synchronization matrix) to aid coordination and timing of support.

1e2   The FSB commander integrates and coordinates combat power in consideration of factors associated with each battlefield operating system (BOS); factors include: [TRADOC Pamphlet 11-9, Chap 7, App D; FM 101-5, Chap 1, 3, 4, App, A, B, C, D, E, F, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6; Battle Command, pp. 10-39]

a)   Maneuver: [Battle Command Techniques and Procedures, Chap 3]

(1)   Movement:

(a)   The FLE and other BSA elements' movements are conducted in accordance with the order (e.g., checkpoints are met on time) so that units are on time and at the right place to achieve intended results.

d)   Command and control: The FSB commander: [FM 101-5, Chap 5; Battle Command Techniques and Procedures, Chap 4]

(1)   Positions himself where he can best command and control logistical support of the brigade while maintaining command and control over the tactical situation in the BSA (mission, enemy, terrain, troops and time available [METT-T] dependent) and:

(a)   Maintains control of the battle through his subordinate FSB commanders.

(b)   Shifts his location as needed to maintain the capability of directly influencing action at critical decision points (DPs).

(c)   Changes CCIR as required to meet his information needs.

(2)   Maintains continuous control of subordinate FSB elements by:

(a)   Communicating with all elements.

(b)   Monitoring the situation throughout the battlefield.

(c)   Providing guidance as appropriate.

(d)   Integrating the FSB's effort.

g)   The FSB commander integrates CSS requirements with the other BOS.

(1) CSS assets are prepared to provide planned supply, medical, and maintenance support to the FSB and its customers during the mission.

(2) Push packages of emergency resupplies in support of the brigade are configured and ready. [FM 63-20, p. 7-21]

(3) Designated main supply routes (MSRs) and alternate supply routes (ASRs) are assessed to ensure that CSS assets can provide a timely response.

(4) Medical assets and operations are prepared to support the FSB HSS mission. [FM 63-20, Chap 8]

   (a) Ambulances are ready to provide planned support.

   (b) Ambulance transfer points/collection points are located throughout the FSB and the supported brigade.

   (c) Aid station(s) and the FSB medical company are ready to receive and treat casualties.

(5) Vehicles and equipment are recovered, repaired, and returned to the user or delivered to higher maintenance echelons. [FM 63-20, p. 8-4]

(6) Maintenance assets are task organized and are prepared to provide support to brigade combined arms units. [FM 63-20, pp. 8-6 through 8-8]

(7) The fog oil distribution plan is verified to ensure that it is delivered to smoke-generation elements in a timely manner. [FM 63-20, p. 7-9]

(8) The ROM plan is verified to ensure that it is capable of providing required fuel to brigade elements:

   (a) MP assistance at the ROM sites.

   (b) AD coverage required at each ROM site.

   (c) Communications requirements at each ROM site.

h) The FSB commander integrates C2 requirements with the other BOS.

(1) The FSB commander reviews the FSB DST and the synchronization matrix to ensure that:

   (a) Plan modifications are integrated.

   (b) Mission details to achieve the brigade commander's intent are adequately reflected.

(2) Subordinate FSB unit commanders demonstrate to the FSB commander their understanding of:

   (a) When, where, and how the FSB commander plans to support brigade operations while protecting the force.

   (b) Brigade commander's intent and desired endstate.

   (c) Their mission and how their plans are synchronized according to the DST with all elements they interrelate with and with each battle phase of the FSB plan.

(5) C2 measures planned for the mission are reviewed by the FSB commander, staff, and subordinate leaders to ensure completeness and understanding.

2. **The forward support battalion command post supports coordination and integration by acquiring, evaluating, and communicating information.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1034, 63-1-1037, 63-1-10 40, 63-1-1042, 63-1-1050, 63-1-1051, 63-1-1052; FM 63-20, Chap 3, 5, 6, pp. 5-13, 6-2, 6-3, 6-4, 6-7, 6-8; FM 101-5, Chap 3, 5, 6, App A, B, C, L, pp. 3-84, 3-85 3-86, 6-2, 6-8, 6-11, 6-16, 6-33, 6-34, C-4, C-5, C-7, C-8, C-9; FM 6-20-40, p. 26; FM 6-20-50, App C; FM 34-130, Chap 2; TRADOC Pam 11-9, Chapter 7 and App D; Battle Command Techniques and Procedures, Chap 2, 3, 4, 5]

2b. The FSB CP evaluates acquired information, updates products, and maintains status. [FM 63-20, Chap 3 and 6; FM 101-5, Chap 6]

2b3 The FSB S2/3 operations section:

    d)   The FSB S2/3 identifies projected degradation levels within the BSA in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1052]

5. **The forward support battalion command post manages and maintains command, control, and communications.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1041, 63-1-1045; Battle Command Techniques and Procedures, Chap 4; FM 101-5, Chap 5 & 6, App B & L, p. 6-5; FM 63-20, pp. 3-2, 4-15, 6-4, 6-5, and App A; CTC Bulletin No. 95-4, Chap 1; CGSC ST 22-102]

5a. The FSB CP manages means of communicating information. [FM 101-5, Chap 6 and App B, L]

5a4 The FSB XO supervises the FSB staff. [ARTEP 63-005-MTP, Task 63-1-1045]

    a)   Implements the FSB commander's directives in FSB staff planning and policy making. [ARTEP 63-005-MTP, Task 63-1-1045]

    b)   Monitors all FSB staff actions for conformity to the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1045]

    c)   Coordinates assigned missions with subordinate FSB commanders. [ARTEP 63-005-MTP, Task 63-1-1045]

    d)   Supervises the operations of the FSB logistics operations center. [ARTEP 63-005-MTP, Task 63-1-1045]

    e)   Supervises the preparation of contingency support plans. [ARTEP 63-005-MTP, Task 63-1-1022]

    f)   Assigns liaison personnel to the supported brigade, if required. [ARTEP 63-005-MTP, Task 63-1-1022]

6. **The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1035, 63-1-1036, 63-1-1042, 63-1-1045, 63-1-1052, 63-1-1053; FM 63-20, Chap 6, pp. 3-2, 3-3, 3-4, 3-5, 5-6, 5-7, 5-8, 5-9, 6-4, 6-6, 6-7]

6a. The FSB assists the brigade in consolidation and/or reorganization.

6a1 The FSB support operations section coordinates WSRO assigned by the DISCOM. [ARTEP 63-005-MTP, Task 63-1-1022]

a) Coordinates weapons systems replacement linkup with the FSB headquarters and supply company and the MSB headquarters and supply company. [ARTEP 63-005-MTP, Task 63-1-1022]

b) Coordinates crew replacement with the replacement regulating element based on replacement requirements identified in brigade SIDPERS reports. [ARTEP 63-005-MTP, Task 63-1-1022]

6a2 In the event the brigade requires reconstitution of one of the maneuver companies, the FSB XO analyzes the requirements and selects reconstitution task force (RTF) personnel in coordination with the support operations section and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1035]

a) Reorganizes FSB staff personnel to maintain required logistics and HSS activities during assessment. [ARTEP 63-005-MTP, Task 63-1-1035]

b) Provides personnel with expertise in the supply, medical, and maintenance fields from the FSB staff and division/corps elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1035]

c) Coordinates additional personnel requirements with the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1035]

e) Dispatches FSB RTF personnel to location(s) designated by the brigade XO or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1035]

6a3 FSB RTF personnel, in coordination with the brigade S4 and following procedures outlined by the brigade S3, assess degraded units' logistics and HSS requirements. [ARTEP 63-005-MTP, Task 63-1-1035]

a) Identify the number of major weapon systems that have been destroyed. [ARTEP 63-005-MTP, Task 63-1-1035]

b) Identify the number of major weapon systems that are damaged beyond the capability of repair in the forward area. [ARTEP 63-005-MTP, Task 63-1-1035]

c) Identify the number of major weapon systems that are damaged but can be repaired in the forward area. [ARTEP 63-005-MTP, Task 63-1-1035]

d) Identify locations of forward and rear maintenance and salvage collection points. [ARTEP 63-005-MTP, Task 63-1-1035]

e) Calculate transportation requirements for equipment evacuation operations. [ARTEP 63-005-MTP, Task 63-1-1035]

f) Identify the number of KIAs and the GRREG requirements. [ARTEP 63-005-MTP, Task 63-1-1035]

g) Identify the number of casualties requiring emergency treatment or evacuation. [ARTEP 63-005-MTP, Task 63-1-1035]

h) Identify medical treatment and evacuation points in the BSA and DSA. [ARTEP 63-005-MTP, Task 63-1-1035]

i) Calculate ground ambulance and MEDEVAC requirements. [ARTEP 63-005-MTP, Task 63-1-1035]

j) Calculate CL III and V supply requirements to restore the supported unit to basic load level. [ARTEP 63-005-MTP, Task 63-1-1035]

k) Identify CL I and IX supplies, communication equipment, and other critical supply items required, if time permits. [ARTEP 63-005-MTP, Task 63-1-1035]

6a4 FSB RTF personnel provide input to the initial assessment report. [ARTEP 63-005-MTP, Task 63-1-1035]

a) Consolidate logistics and HSS data into a format that gives the status of the supported unit's combat effectiveness from a logistics and HSS viewpoint. [ARTEP 63-005-MTP, Task 63-1-1035]

b) Provide the FSB's capabilities to resupply the supported unit and to repair or replace its damaged weapons and equipment. [ARTEP 63-005-MTP, Task 63-1-1035]

c) Identify the logistics and HSS capabilities required in the FSB RTF. [ARTEP 63-005-MTP, Task 63-1-1035]

d) Identify shortfalls between the FSB's capabilities and the supported unit's requirements. [ARTEP 63-005-MTP, Task 63-1-1035]

e) Provide "quick fix" solutions for each deficiency to increase the supported unit's effectiveness. [ARTEP 63-005-MTP, Task 63-1-1035]

f) Recommend the level of reconstitution of the supported unit required from a logistics and HSS viewpoint. [ARTEP 63-005-MTP, Task 63-1-1035]

6a5 The FSB support operations section coordinates support of regeneration [ARTEP 63-005-MTP, Task 63-1-1036]

a) Identifies logistics and HSS requirements in coordination with the FSB RTF. [ARTEP 63-005-MTP, Task 63-1-1036]

b) Coordinates additional logistics and HSS requirements with the DISCOM SPO section and the DMMC. [ARTEP 63-005-MTP, Task 63-1-1036]

c) Recommends the regeneration method, site, and completion goals in coordination with the FSB RTF and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1036]

d) Directs the FSB headquarters and supply company to replenish basic loads of ammunition and top off all fuel tanks. [ARTEP 63-005-MTP, Task 63-1-1036]

e)   Directs the FSB maintenance company to recover and repair equipment with emphasis on returning major end items to the unit. [ARTEP 63-005-MTP, Task 63-1-1036]

f)   Directs the FSB medical company to provide medical treatment, and to return soldiers to their unit as quickly as possible when treating injuries that have not incapacitated the casualties. [ARTEP 63-005-MTP, Task 63-1-1036]

g)   Coordinates resolution of regeneration problems with the FSB RTF and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1036]

6a6   The FSB support operations section provides assistance in regeneration operations. [ARTEP 63-005-MTP, Task 63-1-1036]

d)   Tasks subordinate FSB companies to provide assistance in proponent areas, as required. [ARTEP 63-005-MTP, Task 63-1-1036]

Component C: FSB commander and staff direct and lead defense of BSA and FSB activities.

1.   **The forward support battalion commander directs and leads subordinate forces.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1031, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1045 63-1-1050, 63-1-1052 and 63-1-R303; FM 63-20, Chap 6, pp. 3-12, 5-4, 5-5, 5-9, 5-10, 5-13, 5-14, 6-2, 6-4, 6-5; FM 101-5, Chap 1, 2, 3, 4, 5, 6, App A, B, C, D, E, F, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6, 8; Battle Command, pp. 10-39, 42-45; TRADOC Pam 11-9, Chap 7, App D; CGSC ST 22-102]

1a.   The FSB commander directs subordinate forces.

1a3   The FSB command section directs and supervises activities of subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]

a)   Monitors the performance of subordinate FSB elements to ensure that the required level of efficiency as prescribed in plans, policies, directives, and the TSOP is maintained. [ARTEP 63-005-MTP, Task 63-1-1045]

b)   Monitors support to determine overall effectiveness. [ARTEP 63-005-MTP, Task 63-1-1045]

c)   Assigns specific tasks to subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]

d)   Monitors compliance of decisions, directives, and instructions to determine subordinate elements' implementation. [ARTEP 63-005-MTP, Task 63-1-1045]

e)   Issues FRAGOs to implement changes to the FSB OPORD and annexes. [ARTEP 63-005-MTP, Task 63-1-1045]

1b. The FSB commander uses his staff to assist him in directing and monitoring the battlefield: [FM 101-5, Chap 1, 3; Battle Command Techniques and Procedures, Chap 2, 4]

1b5 The FSB S2/3 section directs and coordinates internal FSB operations.

   b) The FSB S2/3 section coordinates NBC operations:

      (1) Directs response to initial effects of an NBC attack. [ARTEP 63-005-MTP, Task 63-1-1040]

         (a) Alerts higher, lower, and adjacent units of the NBC attack. [ARTEP 63-005-MTP, Task 63-1-1040]

         (b) Reestablishes chains of command and communications. [ARTEP 63-005-MTP, Task 63-1-1040]

         (c) Coordinates assistance for subordinate FSB elements with the DISCOM SPO and the division rear command post operations center (RCPOC). [ARTEP 63-005-MTP, Task 63-1-1040]

      (2) Directs response to residual effects of an NBC attack. [ARTEP 63-005-MTP, Task 63-1-1040]

      (3) Directs radiological and chemical surveys. [ARTEP 63-005-MTP, Task 63-1-1040]

      (4) Directs radiological and chemical decontamination. [ARTEP 63-005-MTP, Task 63-1-1040]

      (5) Coordinates hasty decontamination. [ARTEP 63-005-MTP, Task 63-1-1040]

      (6) Coordinates for detailed equipment and personnel decontamination. [ARTEP 63-005-MTP, Task 63-1-1040]

1e. The FSB commander coordinates and integrates support of tactical operations. [FM 101-5 Chap 1, 5, 6; Battle Command, pp. 42-45, Battle Command Techniques and Procedures, Chap 2, 4; CGSC ST 22-102]

1e1 The FSB commander integrates support of tactical operations by using the following techniques to employ required CSS at required times or places.

   f) Implementing a defense condition level consistent with enemy capabilities and intentions. [ARTEP 63-005-MTP, Task 63-1-1050]

   g) Directing the redeployment of all isolated support teams and supply points to the closest base cluster operations center (BCOC) in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1050]

   h) Directing the preliminary loading of all non-essential equipment and supplies and the positioning of vehicles for quick movement by all subordinate units. [ARTEP 63-005-MTP, Task 63-1-1050]

   i) Directing isolated support elements to move to predetermined defensive positions within a base defense. [ARTEP 63-005-MTP, Task 63-1-1052]

   j) Assembling base cluster response forces at predesignated rally points as prescribed by the defense plan. [ARTEP 63-005-MTP, Task 63-1-1052]

k)   Directing internal response force actions to delay and deny the enemy penetration into established BSA positions. [ARTEP 63-005-MTP, Task 63-1-1052]

l)   Coordinating additional security requirements for the movement of supplies and equipment through affected areas with the brigade S2 and the BSA MP element. [ARTEP 63-005-MTP, Task 63-1-1052]

m)   Coordinating the response to enemy NBC activities with the division RCPOC and the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1052]

n)   Directing the relocation of BSA units in base cluster(s) for better defensive positions that are consistent with the tactical situation. [ARTEP 63-005-MTP, Task 63-1-1052]

o)   Reducing the security level as the enemy is driven from the area or defeated. [ARTEP 63-005-MTP, Task 63-1-1052]

p)   Directing changes to the fire support plan based on his vision of the current battle and the required endstate. [FM 63-20, p. 6-2]

1e2   The FSB commander integrates and coordinates combat power in consideration of factors associated with each battlefield operating system (BOS); factors include: [TRADOC Pamphlet 11-9, Chap 7, App D; FM 101-5, Chap 1, 3, 4, App, A, B, C, D, E, F, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6; Battle Command, pp. 10-39]

a)   Maneuver: [Battle Command Techniques and Procedures, Chap 3]

     (1)   Movement:

         (a)   The FLE and other BSA elements' movements are conducted in accordance with the order (e.g., checkpoints are met on time) so that units are on time and at the right place to achieve intended results.

         (b)   Units are required to maintain orientation, security, and mutual support.

     (2)   BSA defense and force protection:

         (a)   Elements operating in the BSA reduce the likelihood of destruction from enemy ground, air, or artillery.

         (b)   BSA elements operating outside of the BSA have adequate assets to perform force protection actions.

b)   Fire support:

     (1)   The FSB commander: [FM 6-20; Battle Command Techniques and Procedures, Chap 6]

         (a)   Manages execution of fire support by exception.

         (b)   Monitors fire support, ensuring that it is executed according to plan and that it achieves the desired results.

         (c)   Exercises overall control of fire support through FSB FRAGOs to change priorities and missions/tasks for supporting fire support systems.

     (2)   The FSB S2/3:

         (a)   Checks that planned targets are observed for indirect fires. [FM 63-20, p. 5-13]

(b)   Responds to changes in guidance and intent of the FSB commander; coordinates, as required, with the brigade fire support element (FSE) and the DS FA battalion S3 to comply with the FSB commander's instructions.

(c)   The DST and the FSEM are updated for changes in the status.

c)   **M/S:** The FSB commander: [Battle Command Techniques and Procedures, Chap 8]

(1)   Ensures that barriers are constructed along the most likely enemy avenues of approach.

(2)   Ensures that the road networks in the brigade rear provide adequate mobility for BSA vehicles and equipment.

(3)   Ensures that survivability positions are constructed and maintained.

(4)   Directs MOPP levels and NBC defense measures to ensure that the FSB is prepared for NBC attacks. [ARTEP 63-005-MTP, Task 63-1-1037]

(a)   Ensures that all FSB units and corps or divisional elements in the BSA are provided NBC updates. [ARTEP 63-005-MTP, Task 63-1-1037]

(b)   Supervises BSA NBC defense preparations as directed by the brigade S3 or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1037]

(5)   Monitors OPSEC: The FSB S2/3 section supervises BSA participation in the overall brigade OPSEC plan. [ARTEP 63-005-MTP, Task 63-1-1037]

(a)   Disseminates brigade countermeasure requirements to all FSB elements and corps/divisional elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1037]

(b)   Supervises implementation of countermeasures that overcome enemy signal and human intelligence capabilities. [ARTEP 63-005-MTP, Task 63-1-1037]

(c)   Inspects BSA units' positions for OPSEC effectiveness. [ARTEP 63-005-MTP, Task 63-1-1037]

(d)   Provides feedback reports to the brigade S2 or the brigade S4 on activities that affect OPSEC measures. [ARTEP 63-005-MTP, Task 63-1-1037]

(6)   Obstacles in the BSA are prepared and the FSB commander is informed as obstacles are executed. [FM 63-20 p. 5-10]

d)   **Command and control:** The FSB commander: [FM 101-5, Chap 5; Battle Command Techniques and Procedures, Chap 4]

(1)   Positions himself where he can best command and control logistical support of the brigade while maintaining command and control over the tactical situation in the BSA (mission, enemy, terrain, troops and time available [METT-T] dependent) and:

(a)   Maintains control of the battle through his subordinate FSB commanders.

(b)   Shifts his location as needed to maintain the capability of directly influencing action at critical DPs.

(c)   Changes CCIR as required to meet his information needs.

(2)   Maintains continuous control of subordinate FSB elements by:

(a)   Communicating with all elements.

(b)   Monitoring the situation throughout the battlefield.

(c)   Providing guidance as appropriate.

(d)   Integrating the FSB's effort.

(3)   Ensures that FSB orders are timely and responsive to the changing logistical and tactical situation.

(4)   Makes checks that ensure support to the soldiers' personal readiness by:

(a)   Ensuring that leaders keep soldiers informed.

(b)   Ensuring that sleep plans are enforced.

(c)   Ensuring that soldiers receive food, mail, responsive repair or replacement of equipment, and effective medical treatment.

e)   Intelligence: The FSB commander:

(1)   Continuously monitors intelligence reporting to be sure that changes to the enemy situation are being detected, evaluated, and reported.

(2)   Reviews his PIR to ensure that it reflects current intelligence needs.

(3)   Uses the weather conditions, battlefield situation, past NBC usage, and the enemy's NBC capabilities to update decisions on MOPP and exposure.guidance, as well as his appraisal of NBC usage effects on the FSB and its mission. [FM 63-20, pp. 5-4, 5-5 and 6-5]

f)   AD:

(1)   The FSB S2/3 reports to the FSB commander changes to:

(a)   The AD plan. [FM 63-20, pp. 5-9 and 5-10]

(b)   Weapons control status. [FM 63-20, pp. 5-9 and 5-10]

(c)   Positions of weapons systems. [FM 63-20, pp. 5-9 and 5-10]

(2)   The FSB commander:

(a)   Continuously assesses the FSB's vulnerability to enemy air, prioritizes AD missions based on current METT-T, and directs passive protective measures such as dispersion and use of camouflage.

(b)   Ensures that AD protection is in place at critical times and locations. [FM 63-20, p. 5-10]

(c)   Implements air attack warnings and changes the weapons control status throughout the BSA when an enemy air attack is imminent. [FM 63-20, p. 5-14]

h)   The FSB commander integrates C2 requirements with the other BOS.

(3) The FSB commander reviews the criteria for the employment of the FSB reaction force to verify that his intent and visualized endstate can be achieved. [FM 63-20, p. 5-11]

(4) The BSA response forces are based on the number of personnel, type weapons, and current mission of each base. [ARTEP 63-005-MTP, Task 63-1-1050]

(5) C2 measures planned for the mission are reviewed by the FSB commander, staff, and subordinate leaders to ensure completeness and understanding.

2. **The forward support battalion command post supports coordination and integration by acquiring, evaluating, and communicating information.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1034, 63-1-1037, 63-1-10 40, 63-1-1042, 63-1-1050, 63-1-1051, 63-1-1052; FM 63-20, Chap 3, 5, 6, pp. 5-13, 6-2, 6-3, 6-4, 6-7, 6-8; FM 101-5, Chap 3, 5, 6, App A, B, C, L, pp. 3-84, 3-85, 3-86, 6-2, 6-8, 6-11, 6-16, 6-33, 6-34, C-4, C-5, C-7, C-8, C-9; FM 6-20-40, p. 26; FM 6-20-50, App C; FM 34-130, Chap 2; TRADOC Pam 11-9, Chapter 7 and App D; Battle Command Techniques and Procedures, Chap 2, 3, 4, 5]

2b. The FSB CP evaluates acquired information, updates products, and maintains status. [FM 63-20, Chap 3 and 6; FM 101-5, Chap 6]

2b3 The FSB S2/3 operations section:

c) The BCOC makes the appropriate response determination based on information and reports received from BSA elements and the DISCOM's and brigade's S2s. [ARTEP 63-005-MTP, Task 63-1-1052]

(1) Verifies threat level(s) operating in the brigade rear. [ARTEP 63-005-MTP, Task 63-1-1052]

(2) Identifies capability of base(s) being threatened to defend themselves from the verified threats. [ARTEP 63-005-MTP, Task 63-1-1052]

(3) Verifies base(s) priority as established by the defense plan. [ARTEP 63-005-MTP, Task 63-1-1052]

e) The FSB S2/3 section maintains current NBC SITMAPs and overlays. [ARTEP 63-005-MTP, Task 63-1-1037]

5. **The forward support battalion command post manages and maintains command, control, and communications.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1041, 63-1-1045; Battle Command Techniques and Procedures, Chap 4; FM 101-5, Chap 5 & 6, App B & L, p. 6-5; FM 63-20, pp. 3-2, 4-15, 6-4, 6-5, and App A; CTC Bulletin No. 95-4, Chap 1; CGSC ST 22-102]

5a. The FSB CP manages means of communicating information. [FM 101-5, Chap 6 and App B, L]

5a4   The FSB XO supervises the FSB staff. [ARTEP 63-005-MTP, Task 63-1-1045]

a)   Implements the FSB commander's directives in FSB staff planning and policy making. [ARTEP 63-005-MTP, Task 63-1-1045]

b)   Monitors all FSB staff actions for conformity to the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1045]

c)   Coordinates assigned missions with subordinate FSB commanders. [ARTEP 63-005-MTP, Task 63-1-1045]
d)   Supervises the operations of the FSB logistics operations center. [ARTEP 63-005-MTP, Task 63-1-1045]
e)   Supervises the preparation of contingency support plans. [ARTEP 63-005-MTP, Task 63-1-1022]
f)   Assigns liaison personnel to the supported brigade, if required. [ARTEP 63-005-MTP, Task 63-1-1022]

6.   **The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1035, 63-1-1036, 63-1-1042, 63-1-1045, 63-1-1052, 63-1-1053; FM 63-20, Chap 6, pp. 3-2, 3-3, 3-4, 3-5, 5-6, 5-7, 5-8, 5-9, 6-4, 6-6, 6-7]

6b.   The FSB conducts its own reorganization.

6b4   The control and assessment CP coordinates base restoration activities. [ARTEP 63-005-MTP, Task 63-1-1053]

b)   Alerts control and assessment teams. [ARTEP 63-005-MTP, Task 63-1-1053]
f)   Establishes control of affected base areas and BSA elements. [ARTEP 63-005-MTP, Task 63-1-1053]
h)   Releases operational subordinate FSB units to commanders for continuance of support mission. [ARTEP 63-005-MTP, Task 63-1-1053]

6b5   The control and assessment CP directs recovery activities. [ARTEP 63-005-MTP, Task 63-1-1053]

a)   Establishes priorities for affected facilities. [ARTEP 63-005-MTP, Task 63-1-1053]
b)   Tasks subordinate FSB elements for rescue and decontamination teams, as required. [ARTEP 63-005-MTP, Task 63-1-1053]

c)   Provides locations of decontamination sites to subordinate FSB elements. [ARTEP 63-005-MTP, Task 63-1-1053]
d)   Identifies locations of emergency food, clothing, water, and shelter. [ARTEP 63-005-MTP, Task 63-1-1053]
e)   Coordinates emergency treatment and evacuation with the FSB medical company. [ARTEP 63-005-MTP, Task 63-1-1053]

6b6   The control and assessment CP coordinates additional support requirements with the division RCPOC. [ARTEP 63-005-MTP, Task 63-1-1053]

    a)   Coordinates engineer support. [ARTEP 63-005-MTP, Task 63-1-1053]

    b)   Coordinates MP support. [ARTEP 63-005-MTP, Task 63-1-1053]

    c)   Coordinates explosive ordnance disposal support. [ARTEP 63-005-MTP, Task 63-1-1053]

    d)   Coordinates labor support. [ARTEP 63-005-MTP, Task 63-1-1053]

    e)   Coordinates additional ADC requirements with the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1053]

6b8   Other actions:

    a)   Replaces key leaders and critical personnel; reestablishes the chain-of-command. The FSB command section reacts to the loss of key personnel. [ARTEP 63-005-MTP, Task 63-1-1045]

       (1)   Realigns the FSB staff based on the line of succession or the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1045]

       (2)   Maintains continuity of operations. [ARTEP 63-005-MTP, Task 63-1-1045]

       (3)   Forwards casualty reports to the DISCOM S1 section. [ARTEP 63-005-MTP, Task 63-1-1045]

    b)   Treats and evacuates all casualties. [FM 63-20, p. 6-6]

    c)   Recovers, repairs, and evacuates all inoperative equipment. [FM 63-20, p. 6-7]

    d)   Evacuates all EPWs, captured documents, and equipment. The FSB S1 section administers the EPW program. [ARTEP 63-005-MTP, Task 63-1-1042]

       (1)   Identifies collection sites within the DSA or BSA and those operated by supporting MP units. [ARTEP 63-005-MTP, Task 63-1-1042]

       (2)   Coordinates evacuation with MP units or MEDEVAC elements. [ARTEP 63-005-MTP, Task 63-1-1042]

       (3)   Forwards captured enemy materiel to the FSB S4 section. [ARTEP 63-005-MTP, Task 63-1-1042]

       (4)   Forwards captured enemy documents to the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1042]

       (5)   Procures collection point(s) guards from subordinate FSB elements. [ARTEP 63-005-MTP, Task 63-1-1042]

       (6)   Coordinates evacuation of EPWs from the FSB area to MP collection point(s) with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1042]

    e)   Redistributes personnel and equipment as needed. [FM 63-20, pp. 6-4, 6-7]

    f)   Accounts for all personnel. [FM 63-20, p. 6-4]

    g)   Reports the location and status to the DISCOM SPO and the brigade S3. [FM 63-20, pp. 3-2 and 3-5]

6b9   The FSB BCOC supervises reorganization of the base cluster defense. [ARTEP 63-005-MTP, Task 63-1-1052]

a)   Performs damage assessment of the area of responsibility by reviewing SITREPs from base cluster subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1052]

b)   Directs base cluster defense plan adjustments, as required. [ARTEP 63-005-MTP, Task 63-1-1052]

c)   Coordinates resupply plan with the FSB S4 and the DISCOM SPO. [ARTEP 63-005-MTP, Task 63-1-1052]

OUTCOME 6 ASSESSMENT

OUTCOME 6: Subordinate leaders demonstrate an understanding of the critical elements of their mission and mission essential tasks, the FSB mission, and the FSB commander's intent. (Use Tables 1, 3, and 9)

Assessment Statements

- The FSB commander meets with subordinate FSB commanders and leaders to receive information and issue directions.

- The FSB commander conducts a confirmation brief of a FRAGO (or otherwise receives a briefback) with key battalion leaders to ensure common understanding of the plan and roles of each FSB unit.

- The FSB commander evaluates reports from subordinates for their understanding of his intent, concept of operation, and their missions.

- The FSB XO conducts a confirmation brief with the FSB staff.

- The FSB command section monitors compliance of subordinate elements' implementation with commander's decisions, directives, and instructions.

- The FSB XO monitors all FSB staff actions for conformity to the FSB commander's guidance.

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OUTCOME 6 DIAGNOSTIC AID

OUTCOME 6: Subordinate leaders demonstrate an understanding of the critical elements of their own mission and mission essential tasks, the FSB mission and the FSB commander's intent.

Task Elements

1. **The forward support battalion commander directs and leads subordinate forces.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1031, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1045 63-1-1050, 63-1-1052 and 63-1-R303; FM 63-20, Chap 6, pp. 3-12, 5-4, 5-5, 5-9, 5-10, 5-13, 5-14, 6-2, 6-4, 6-5; FM 101-5, Chap 1, 2, 3, 4, 5, 6, App A, B, C, D, E, F, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6, 8; Battle Command, pp. 10-39, 42-45; TRADOC Pam 11-9, Chap 7, App D; CGSC ST 22-102]

1a. The FSB commander directs subordinate forces.

1a1 The FSB 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, Chap 2, 4; Battle Command, pp. 10-32]

   a) Meets with subordinate FSB commanders and leaders to receive information and issue directions.
   b) Listens to cross-talk on brigade and DISCOM command and administrative/logistics (A/L) nets.
   c) Evaluates reports from subordinates for their understanding of his intent, concept of operations, and their missions.

1a3 The FSB command section directs and supervises activities of subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]

   a) Monitors the performance of subordinate FSB elements to ensure that the required level of efficiency as prescribed in plans, policies, directives, and the TSOP is maintained. [ARTEP 63-005-MTP, Task 63-1-1045]
   b) Monitors support plans to determine overall effectiveness. [ARTEP 63-005-MTP, Task 63-1-1045]
   c) Assigns specific tasks to subordinate FSB units. [ARTEP 63-005-MTP, Task 63-1-1045]
   d) Monitors compliance of decisions, directives, and instructions to determine subordinate elements' implementation. [ARTEP 63-005-MTP, Task 63-1-1045]
   e) Issues FRAGOs to implement changes to the FSB OPORD and annexes. [ARTEP 63-005-MTP, Task 63-1-1045]

1e. The FSB commander coordinates and integrates support of tactical operations. [FM 101-5, Chap 1, 5, 6; Battle Command, pp. 42-45; Battle Command Techniques and Procedures, Chap 2, 4; CGSC ST 22-102]

1e2 The FSB commander integrates and coordinates combat power in consideration of factors associated with each battlefield operating system (BOS); factors include: [TRADOC Pamphlet 11-9, Chap 7, App D; FM 101-5, Chap 1, 3, 4, App, A, B, C, D, E, F, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6; Battle Command, pp. 10-39]

h) The FSB commander integrates C2 requirements with the other BOS.

  (2) Subordinate FSB unit commanders demonstrate to the FSB commander their understanding of:

    (a) When, where, and how the FSB commander plans to support brigade operations while protecting the force.

    (b) Brigade commander's intent and desired endstate.

    (c) Their mission and how their plans are synchronized according to the DST with all elements they interrelate with and with each battle phase of the FSB plan.

4. **The forward support battalion commander directs changes to the operation or plan.** [ARTEP 63-005-MTP, Task 63-1-1022; FM 63-20, pp. 6-2, A-1, A-3, A-4; FM 101-5, Chap 1 & 4, App B & H, pp. 4-55 and 4-41 through 4-60]

4b. The FSB commander conducts the MDMP in a time-constrained environment, if required. [FM 101-5, p.4-41 through 4-60]

4b14 The FSB commander conducts a confirmation brief with key battalion leaders. If possible, all subordinate FSB commanders are present so as to hear each other's confirmation brief. This:

a) Provides common understanding of the entire plan and the roles of each FSB unit.

b) Facilitates direct personal coordination, thereby enhancing synchronization of the plan.

c) Enhances continuity of command so that, if the FSB commander becomes a casualty, the subordinate FSB commanders will share the same view of the commander's intent.

4b16 The FSB XO conducts a confirmation brief with the FSB staff.

5. **The forward support battalion command post manages and maintains command, control, and communications.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1041, 63-1-1045; Battle Command Techniques and Procedures Chap 4; FM 101-5, Chap 5 & 6, App B & L, p. 6-5; FM 63-20, pp. 3-2, 4-15, 6-4, 6-5, and App A; CTC Bulletin No. 95-4, Chap 1; CGSC ST 22-102]

5a. The FSB CP manages means of communicating information. [FM 101-5, Chap 6 and App B, L]

5a4 The FSB XO supervises the FSB staff. [ARTEP 63-005-MTP, Task 63-1-1045]

   b) Monitors all FSB staff actions for conformity to the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1045]

6. **The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1035, 63-1-1036, 63-1-1042, 63-1-1045, 63-1-1052, 63-1-1053; FM 63-20, Chap 6, pp. 3-2, 3-3, 3-4, 3-5, 5-6, 5-7, 5-8, 5-9, 6-4, 6-6, 6-7]

6a. The FSB assists the brigade in consolidation and/or reorganization.

6a2 In the event the brigade requires reconstitution of one of the maneuver companies, the FSB XO analyzes the requirements and selects reconstitution task force (RTF) personnel in coordination with the support operations section and the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1035]

   b) Provides personnel with expertise in the supply, medical, and maintenance fields from the FSB staff and division/corps elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1035]

   d) Inspects FSB RTF personnel to ensure compliance with equipment and areas of expertise requirements as directed by the brigade XO or the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1035]

OUTCOME 7 ASSESSMENT

OUTCOME 7: Soldiers and units are motivated, disciplined, and maintain cohesion during the battle. (Use Table 9)

	Adequate	Marginal	Not Adequate
Component A. FSB commander and staff take actions to promote discipline and motivation.			

Assessment Statements

- The FSB commander reassures subordinates by a calm manner.

- The FSB commander gives precise and simple orders.

- The FSB commander checks to see that orders are carried out.

- The FSB commander keeps soldiers informed of the situation and makes personal contact with the soldiers.

- The FSB staff monitor status of unit discipline and morale and inform commander of problems.

	Adequate	Marginal	Not Adequate
Component B. FSB units and soldiers exhibit discipline and motivation; units perform cohesively.			

Assessment Statements

- Soldiers execute orders effectively.

- Subordinate units perform as a team under pressure of battle.

(Note: There is no diagnostic aid for Component B. Observations should be made of the state of discipline and motivation throughout mission execution.)

OUTCOME 7 DIAGNOSTIC AID

OUTCOME 7: Soldiers and units are motivated, disciplined, and maintain cohesion during the battle.

<u>Task Elements</u>

Component A. FSB commander and staff take actions to promote discipline and motivation.

1. **The forward support battalion commander directs and leads subordinate forces.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1031, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1045 63-1-1050, 63-1-1052 and 63-1-R303; FM 63-20, Chap 6, pp. 3-12, 5-4, 5-5, 5-9, 5-10, 5-13, 5-14, 6-2, 6-4, 6-5; FM 101-5, Chap 1, 2, 3, 4, 5, 6, App A, B, C, D, E, F, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6, 8; Battle Command, pp. 10-39, 42-45; TRADOC Pam 11-9, Chap 7, App D; CGSC ST 22-102]

1c. The FSB commander exercises leadership during the execution of the FSB's support of the brigade battle by: [FM 101-5, Chap 1, 4; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4; Battle Command, pp. 10-13, 32-37]

1c1 Being professionally competent.

1c2 Inspiring soldiers with the will to win.

1c3 Sharing the hardships and dangers of his soldiers.

1c4 Demonstrating both mental and physical stamina.

1c5 Displaying physical and moral courage (making the difficult choices and decisions).

1c6 Issuing timely, clear, and concise guidance and orders to provide FSB subordinate commanders purpose, direction, and motivation.

1c7 Maintaining his perspective and focus on the FSB mission, regardless of the turmoil surrounding him.

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1c8   Demonstrating flexibility to quickly adjust to rapidly changing situations to accomplish the mission.

1c9   Visualizing and thinking in dimensions of time, space, and purpose as to the consequences of actions.

1c10   Visualizing follow-on FSB missions.

1c11   Providing subordinate FSB commanders with a vision of future operations.

1c12   Establishing and reinforcing an attitude of teamwork throughout the FSB.

1c13   Fostering and encouraging initiative in subordinate FSB leaders.

1c14   Delegating authority whenever appropriate.

1c15   Providing accurate, objective reports to the DISCOM and brigade commanders.

1c16   Getting needed rest.

1d.   The FSB commander maintains unit discipline and morale by: [FM 101-5, Chap 1; Battle Command Techniques and Procedures, Chap 4; Battle Command, pp. 10-13; FM 63-20, p. 6-2 & 6-4]

1d1   Keeping the soldiers informed of the current situation.

1d2   Making personal contact with soldiers.

1d3   Sharing the hardships and dangers that his soldiers face.

1d4   Reassuring subordinates in a calm manner.

1d5   Ensuring that soldiers have the opportunity to rest, eat, and otherwise refit as conditions permit.

1d6   Acting decisively.

1d7   Giving precise, simple, easy-to-understand orders.

1d8   Checking to see that his orders are carried out.

1d9   Ensuring that the FSB subordinate commanders and other supporting elements cross-talk on the FSB command or brigade A/L nets to:

    a)   Coordinate actions and activities.

    b)   Exchange information.

    c)   Assist each other as possible.

    d)   Integrate and synchronize activities.

    e)   Prevent fratricide.

    f)   Keep everyone updated on the current situation.

    g)   Allow the FSB commander and his staff to anticipate upcoming requirements.

1d10   Observing subordinate FSB commanders for indications of degradation in performance.

1d11   Monitoring himself and the subordinate commanders for degradation of leadership ability based upon physical and/or mental stress or exhaustion. [FM 63-20, p. 3-12]

    a)   Monitors his own physical and mental state.

    b)   The FSB XO monitors the FSB commander's condition and recommends rest periods.

    c)   Ensures that subordinate FSB commanders have and execute a rest schedule for themselves, their staffs, and their subordinate commanders.

    d)   The FSB commander and FSB leaders perform stress prevention actions. [ARTEP 63-005-MTP, Task 63-1-R303]

    e)   The FSB staff section leaders implement stress coping and management techniques. [ARTEP 63-005-MTP, Task 63-1-R303]

    f)   The FSB commander and FSB leaders implement treatment techniques. [ARTEP 63-005-MTP, Task 63-1-R303]

    g)   The FSB commander and FSB leaders implement the FSB staff sleep plan. [ARTEP 63-005-MTP, Task 63-1-R303]

    h)   The FSB staff section leaders implement task rotation or restructuring procedures. [ARTEP 63-005-MTP, Task 63-1-R303]

1d12   Ensuring that CSS operations that contribute to morale are conducted as conditions permit.

1d13   Recognizing unit and individual achievement and performance during the battle.

1d14   Using the FSB CSM's assistance in the maintenance of unit discipline and morale.

1e.   The FSB commander coordinates and integrates support of tactical operations.   [FM 101-5 Chap 1, 5, 6; Battle Command, pp. 42-45, Battle Command Techniques and Procedures, Chap 2, 4; CGSC ST 22-102]

1e2   The FSB commander integrates and coordinates combat power in consideration of factors associated with each battlefield operating system (BOS); factors include: [TRADOC Pamphlet 11-9, Chap 7, App D; FM 101-5, Chap 1, 3, 4, App, A, B, C, D, E, F, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6; Battle Command, pp. 10-39]

    d)   Command and control: The FSB commander: [FM 101-5, Chap 5; Battle Command Techniques and Procedures, Chap 4]

        (4)   Makes checks that ensure support to the soldiers' personal readiness by:

            (a)   Ensuring that leaders keep soldiers informed.

            (b)   Ensuring that sleep plans are enforced.

            (c)   Ensuring that soldiers receive food, mail, responsive repair or replacement of equipment, and effective medical treatment.

Component B. FSB units and soldiers exhibit discipline and motivation; units perform cohesively. There is no diagnostic aid for Component B. Observations should be made of the state of discipline, motivation, and cohesion throughout the battalion.

OUTCOME 8 ASSESSMENT

	Adequate	Marginal	Not Adequate

OUTCOME 8: The FSB command, control, and intelligence (C3I) structure is effective, survives, and is prepared for the next mission.

(Use Tables 2, 3, 5, and 10)

Assessment Statements

- The FSB CP takes actions (e.g., repositions) to enhance survivability.

- If the FSB CP is lost (damaged, destroyed, captured, unable to communicate), survivors move to the FSB alternate CP which assumes control of the FSB.

- If needed, succession of command is implemented as per the FSB plan or TSOP.

- At change of mission, the FSB commander confirms that the FSB is prepared to continue the mission.

OUTCOME 8 DIAGNOSTIC AID

OUTCOME 8: The FSB command, control, and intelligence structure is effective, survives, and is prepared for the next mission.

Task Elements

1. **The forward support battalion commander directs and leads subordinate forces.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1026, 63-1-1027, 63-1-1028, 63-1-1029, 63-1-1031, 63-1-1034, 63-1-1037, 63-1-1040, 63-1-1042, 63-1-1045 63-1-1050, 63-1-1052 and 63-1-R303; FM 63-20, Chap 6, pp. 3-12, 5-4, 5-5, 5-9, 5-10, 5-13, 5-14, 6-2, 6-4, 6-5; FM 101-5, Chap 1, 2, 3, 4, 5, 6, App A, B, C, D, E, F, H, J; Battle Command Techniques and Procedures, Chap 1, 2, 3, 4, 6, 8; Battle Command, pp. 10-39, 42-45; TRADOC Pam 11-9, Chap 7, App D; CGSC ST 22-102]

1a. The FSB commander directs subordinate forces.

1a2 The FSB commander positions himself where he can best direct and lead, observe the battlefield, and synchronize operations: [FM 101-5, Chap 1, 2, 3; Battle Command Techniques and Procedures, Chap 2, 3 & 4; CGSC ST 22-102]

    c)   Other criteria for selecting locations for the FSB commander:

        (4)   Provide redundant C2 in high risk situations.

5. **The forward support battalion command post manages and maintains command, control, and communications.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1041, 63-1-1045; Battle Command Techniques and Procedures, Chap 4; FM 101-5, Chap 5 & 6, App B & L, p. 6-5; FM 63-20, pp. 3-2, 4-15, 6-4, 6-5, and App A; CTC Bulletin No. 95-4, Chap 1; CGSC ST 22-102]

5b. The FSB CP maintains command, control, and communications (C3) throughout the battle.

5b3 FSB CP moves to maintain survivability and communications in coordination with brigade rear CP. [FM 63-20, App A]

    a)   The CP officer in charge establishes the CP into two echelons that each consist of vehicles with adequate communications equipment and personnel to provide a continuous communications capability. [FM 63-20, App A]

    b)   The first echelon moves to the new CP site. [FM 63-20, App A]

        (1)   The first echelon uses a covered and concealed route.

    (2)   The first echelon arrives at the new site and establishes communications with all FSB elements and the brigade and DISCOM headquarters.

c)   The new CP starts operations. [FM 63-20, App A]

    (1)   Communications are established.

    (2)   Maps and overlays are updated.

    (3)   The operations log is updated with significant events.

    (4)   Sections and personnel in the CP are updated on critical events that occurred while the CP was moving.

d)   The FSB CP identifies itself as operational and reassumes its C2 functions.

e)   Once the new CP is established, the second echelon breaks down its equipment and moves to the new CP site. [FM 63-20, App A]

f)   C2 of the FSB is maintained during the displacement of the FSB CP. [FM 63-20, App A]

5c.   The FSB reestablishes C3 operations in the event of CP loss or destruction. [FM 101-5, Chap 5, App B; Battle Command Techniques and Procedures, Chap 4; FM 63-20, pp. 3-2, 6-5]

5c1   Loss of the FSB CP: [Battle Command Techniques and Procedures, Chap 4; CGSC ST 22-102]

a)   If communications are functioning, a preselected code word is transmitted by any member of the FSB S2/3 section over the FSB command net to indicate that the FSB CP is out of action.

b)   If the FSB CP is unable to communicate any message after being put out of action, the alternate CP (normally the maintenance company) based upon a prearranged procedure, assumes that being out of contact means that the FSB CP is out of action.

c)   The survivors of the FSB CP move to the FSB alternate CP.

d)   At the first opportunity, the ranking survivor informs the DISCOM and brigade main CP of the status of the:

    (1)   FSB commander.

    (2)   FSB S2/3.

    (3)   FSB support operations officer.

    (4)   Other key staff personnel.

    (5)   Survivors and their condition.

5c2   The FSB alternate CP, using its operations cell, assumes control of the FSB by:

a)   Maintaining communications with FSB units and all BSA elements.

b)   Synchronizing activities in support of the brigade.

c) Maintaining the current situation of the entire brigade battle area.
d) Notifying all FSB units and BSA elements that the alternate CP is now controlling the FSB and the BSA.
e) Ensuring that all battalion units send all reports to the FSB alternate CP.

5d. Succession of command is implemented as per the FSB plan or TSOP. [FM 101-5, Chap 5; Battle Command Techniques and Procedures, Chap 4; CGSC ST 22-102]

5d1 As soon as it is confirmed that the FSB commander is killed, captured, or evacuated from the BSA, the FSB XO at the FSB CP assumes command of the battalion and does the following: [Battle Command Techniques and Procedures, Chap 4; CGSC ST 22-102]
a) Notifies the DISCOM and brigade commanders.
b) Informs subordinate FSB elements that he has assumed command until further notice.

5d2 If the FSB XO is not the senior officer in the FSB, he notifies the previously designated senior officer, as listed in the succession of command portion of the FSB plan or TSOP, who:
a) Assumes command when the situation allows.
b) Moves as quickly as possible to the FSB CP or alternate CP where he takes command and informs the DISCOM and brigade commanders and the FSB's subordinate elements.
c) Based upon his knowledge of the previous FSB commander's intent and the missions given to FSB elements in joint confirmation briefs, the senior officer can also:
(1) Designate his present CP as the new FSB CP and assume command.
(2) Notify the DISCOM, brigade, and all BSA units that he has assumed command and to send all traffic to his present CP.

5d3 When division is notified of the loss of the FSB commander, the division commander may select a new FSB commander from outside the DISCOM, at which time the FSB XO will:
a) Implement the succession plan until the new FSB commander arrives.
b) Set up a series of briefings from each of the functional cells at the FSB CP to quickly update the new FSB commander.
c) Ensure that all FSB elements and the brigade commander are informed of the assumption of command.
d) Notify all BSA units of the assumption of command.
e) Publish an assumption of command order.

6. **The forward support battalion consolidates and reorganizes and/or assists in brigade elements' consolidation, reorganization, and regeneration.** [ARTEP 63-005-MTP, Task 63-1-1022, 63-1-1035, 63-1-1036, 63-1-1042, 63-1-1045, 63-1-1052, 63-1-1053; FM 63-20, Chap 6, pp. 3-2, 3-3, 3-4, 3-5, 5-6, 5-7, 5-8, 5-9, 6-4, 6-6, 6-7]

6b. The FSB conducts its own reorganization.

6b8 Other actions:

a) Replaces key leaders and critical personnel; reestablishes the chain-of-command. The FSB command section reacts to the loss of key personnel. [ARTEP 63-005-MTP, Task 63-1-1045]

(1) Realigns the FSB staff based on the line of succession or the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1045]

(2) Maintains continuity of operations. [ARTEP 63-005-MTP, Task 63-1-1045]

b) Treats and evacuates all casualties. [FM 63-20, p. 6-6]

c) Recovers, repairs, and evacuates all inoperative equipment. [FM 63-20, p. 6-7]

e) Redistributes personnel and equipment as needed. [FM 63-20, pp. 6-4, 6-7]

f) Accounts for all personnel. [FM 63-20, p. 6-4]

g) Reports the location and status to the DISCOM SPO and the brigade S3. [FM 63-20, pp. 3-2 and 3-5]

6c. The FSB commander confirms that the FSB is prepared to continue the mission. Confirmation criteria include:

6c1 All FSB elements report successful completion of reorganization and consolidation.

6c2 The FSB XO reports FSB CP and other C3 facilities or systems are fully operational.

6c3 The FSB S2/3 reports that the BSA is operational and all FSB units are operational.

6c4 The FSB support operations officer reports that FSB subordinate units responsible for external support to brigade units are mission capable.

6c5 The FSB medical company commander reports that the FSB casualty treatment and evacuation system will support future operations.

6c6   The FSB S1 reports that the FSB strength is adequate to continue successful mission accomplishment.

6c7   The FSB S4 reports that the FSB maintenance and supply systems and status will support future operations.

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PRODUCT REVIEW MEASURES OF EFFECTIVENESS

The following tables and questions examine various aspects of directing and leading units in battle. Table 1 assesses the forward support battalion's support to the brigade throughout the brigade's operations. Table 2 is about the operation and monitoring of communications nets. Table 3 provides a place to record whether all critical information was communicated among staff sections, key leaders, and headquarters of higher, adjacent, and subordinate units. Table 4 is about the updating of operations products during execution. Table 5 is about where leaders were positioned; it provides a place to note any key leaders who were rendered combat ineffective and whether the succession plan was executed effectively. Table 6 is about the evaluation of the tactical situation by the commander and staff. Table 7 assesses tactical decision making. Table 8 is about time management. Table 9 addresses whether or not the FSB coordinated and integrated combat service support for all supported brigade operations. Table 10 is about the effectiveness of the defense provided to the BSA. Table 11 contains questions about the commander's overall leadership.

Table 1. Support provided to the armored brigade.

The following table is designed to capture the result of the FSB commander's direction and leadership manifested in terms of support to the armored brigade. Focus is on the command and control battlefield operating system (BOS) as opposed to other BOS, e.g., CSS (a supply failure could be the result of the maneuver unit's failure to select a drop-off point in proximity to an engineer work site, a mobility/survivability BOS or TF command and control BOS issue). Also, when assessing the results of direction and leadership, care must be taken to attribute direct responsibility to the appropriate echelon of command. For example, slow recovery of disabled vehicles during an attack could be the result of a bad forecast of requirements by a TF commander or a map reading deficiency of the TF BMO; neither of those deficiencies would directly involve the FSB commander. Indicate by circling "Yes" or "No" if the FSB commander's direction and leadership resulted in the provision of CSS support in accordance with the brigade commander's intent. Record additional information about the circumstances in the space following the table.

Brigade's requirements	Were the FSB's requirements to support the brigade accomplished?									
	Man		Supply		Maintain (provide recovery Class IX, and repair)		Transport		Sustain (provide field services)	
Close operations	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Deep operations	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Rear operations	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Brigade branches & sequels	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Brigade reconstitution & reorganization	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No

Table 1. (Continued)

Add details as appropriate concerning support requirements that were not met.

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Table 2. Operation and monitoring of communication nets.

Leave the block unmarked if communication was maintained to a degree that all information was transmitted and received. If non-critical information was lost because of interruptions in communication, enter an "M" (for Marginal performance). If critical information was not received, tag the incident by entering a number in sequence (1, 2, 3, ...) and then indicate below the table the nature of the critical information that *was not* received (use METT-T factors to describe this information).

Communication Nets:	FSB CP
FSB command net.	
Brigade command net.	
DISCOM command/operations net.	
Brigade administrative and logistics (A/L) net.	
Rear operations communications net.	

Briefly describe incidents of information not received (what METT-T information was not received and what happened because of this failure to communicate the information):

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Table 3. Communication among staff sections, higher, adjacent, and subordinate units.

Complete this table by tagging each incident in which critical information was NOT communicated from one element to another. The FSB key personnel are indicated in the horizontal row at the top of the table. Listed vertically in the left column are the same positions followed by key personnel external to the battalion. Each occurrence of failure to communicate should be given an identification number on the chart for reference purposes. Insert the identifying number (in sequence: 1, 2, 3,...) in the appropriate cell. Following the table is space for notes on the nature of the problem. EXAMPLES OF USE: a) If in the first incident of failure to communicate during an exercise, the FSB S2/S3 had failed to inform the FSB commander about change to enemy capabilities, the observer would annotate "1" in the cell at the intersection of the S2/S3 vertical column and the horizontal row for the FSB commander. In the foregoing example, the observer might also record at the end of the table, "1: FSB S2/S3 did not appear to recognize significance of enemy activity vicinity of the MSR." b) If the second incident of failure to communicate was that the FSB support operations officer had not provided information to the brigade (Bde) S4, the observer would annotate "2" in the cell at the intersection of the FSB support operations officer column and the Bde S4 row. The clarifying note would show "2: Support operations officer failed to provide status about emergency supply of Class V to TF _____." c) If in a third incident, the Bde S2 had failed to communicate with the FSB S2/S3 about an enemy chemical strike, the observer would annotate "3" at the intersection of the Bde S2 vertical column and the FSB S2/S3 row. The clarifying note at the bottom of the table might show, "3: Bde S2 radio problem prevented timely transmission of information about a persistent agent attack at Grid _____." d) If the fifth incident was the inability of the DISCOM S1 to provide information on replacements to the FSB S1, the observer would annotate "5" in the cell formed at the intersection of the DISCOM S1 row and the FSB S1 column. The note might reflect "5: Replacements arrived without warning. Unknown at this time why DISCOM S1 failed to inform FSB S1."

Table 3. (Continued)

	FSB Cdr	FSB CSM	FSB S1	FSB S2/3	FSB Support Operations Officer	FSB S4	FSB XO	Medical Co Cdr	Maintenance Co Cdr	Supply Co Cdr	Signal Node
Internal communications:											
FSB Cdr											
FSB CSM											
FSB S1											
FSB S2/3											
FSB Support Operations Officer											
FSB S4											
FSB XO											
Medical Co Cdr											
Maintenance Co Cdr											
Supply Co Cdr											
Signal Node											
External communications:											
Armored Brigade Commander											
Brigade S1											
Brigade S2											
Brigade S3											
Brigade FSO/FSE											
Brigade Chemical Officer (CMLO)											
Brigade Signal Officer (SO)											
Brigade S4											
Brigade S5											
Brigade Surgeon											

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Table 3. (Continued)

	FSB Cdr	FSB CSM	FSB S1	FSB S2/3	FSB Support Operations Officer	FSB S4	FSB XO	Medical Co Cdr	Maintenance Co Cdr	Supply Co Cdr	Signal Node
External communications: (cont'd)											
DISCOM Commander											
DISCOM CSM											
DISCOM XO											
DISCOM S1											
DISCOM S4											
DMOC											
DMMC											
DISCOM SPO											
DISCOM MCO											
MSB											
TF A field trains command post (FTCP)											
TF B FTCP											
TF C FTCP											
DS FA battalion support operations center (BSOC)											
Engineer (Engr) Bn Rear CP											
Air defense artillery (ADA) Battery Trains											
Military intelligence (MI) Company Trains											
MP Platoon											
Other Unit Trains											

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Table 3. (Continued)

Tag incidents with a number. Briefly describe incidents of information not received (what METT-T information was not received and what happened because of this failure to communicate the information):

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Table 4. Updates of operations products during mission execution.

This table is intended to show whether the FSB maintained accurate and current operations products. Products listed may be employed to update and collate information so that appropriate actions may be taken to synchronize FSB operations. Some of these items are not required by doctrine or unit TSOP, so circle "N/A" if the item was not required by the TSOP or the particular section. If the item was required, then circle "Yes" if it was continually updated to be complete, accurate, and current, or "No" if it wasn't. On the following page, briefly state the consequences of any inaccurate or out-dated information reflected on a particular product. (There may be no consequences or impact in some instances.)

Products that may be employed by the FSB:	S2/3 Section	Support Operations Section
Bde operations overlay	N/A Yes No	N/A Yes No
Bde intelligence overlay	N/A Yes No	N/A Yes No
Bde situation template overlay		N/A Yes No
Bde modified combined obstacle overlay (MCOO)	N/A Yes No	N/A Yes No
Bde fire support overlay and matrix	N/A Yes No	N/A Yes No
Bde situation posted on appropriate maps		N/A Yes No
CSS situation map and overlay		N/A Yes No
Bde A/L overlay		N/A Yes No
Bde NBC overlay (overlay)	N/A Yes No	N/A Yes No
FSB decision support template (DST)	N/A Yes No	N/A Yes No
FSB synchronization matrix	N/A Yes No	N/A Yes No
FSB CSS execution matrix		N/A Yes No
FSB support operations overlay		N/A Yes No
Rear operations overlay (BSA)	N/A Yes No	
BSA mobility/countermobility overlay	N/A Yes No	

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Table 4. (Continued)

Products that may be employed by the FSB:	S2/3 Section	Support Operations Section
Air defense overlay (brigade and BSA)	N/A Yes No	
Bde movement overlay		N/A Yes No
BSA movement overlay	N/A Yes No	
FSB status boards and charts	N/A Yes No	N/A Yes No
FSB operations journal/log	N/A Yes No	N/A Yes No
Communications network overlay and status	N/A Yes No	
Bde plans map (with overlay for future operations)		N/A Yes No
BSA plans map (with overlay for future operations)	N/A Yes No	
Other (1) _____	N/A Yes No	N/A Yes No
Other (2) _____	N/A Yes No	N/A Yes No

For the products that are marked No in the previous table, indicate the section and product, the information that was out-dated or inaccurate, the time when the update should have occurred (information was available and could have been posted), and the impact on the mission.

Inaccurate/out-dated information (and time
when update should have occurred

Section/Product   Impact on mission

_____   _____   _____   _____   _____   _____

_____   _____   _____   _____   _____   _____

_____   _____   _____   _____   _____   _____

_____   _____   _____   _____   _____   _____

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Table 5. Locations of leaders and succession of command or critical position during mission execution.

Parts a and b of the table were designed to capture whether leaders were at appropriate locations during the critical events of mission execution. Five sections make up this measure. Describe the key events and the leader's location at the time of the event by filling in the blanks. Then, circle "Yes" or "No" in each box to record whether the leaders were positioned to exercise C2. Parts c, d, and e are concerned with continuity of command and control.

a. Key event during execution: (Fill in events and locations, as needed.)

Were leaders in appropriate position to exercise command and control of the event?

Key event during execution:	FSB Cdr	FSB S2/S3	FSB Support Operations Officer	FSB XO	Other
1. Start of mission (e.g., line of departure (LD))	Yes No	Yes No	Yes No	Yes No	Yes No
2.	Yes No	Yes No	Yes No	Yes No	Yes No
3.	Yes No	Yes No	Yes No	Yes No	Yes No
4.	Yes No	Yes No	Yes No	Yes No	Yes No
5.	Yes No	Yes No	Yes No	Yes No	Yes No

b. Briefly remark on any consequences for the conduct of the battle due to key leaders not being in position at critical events:

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Table 5. (Continued)

c. If FSB Cdr, or the S2/S3, or the Support Operations (Ops) Officer, or XO was rendered ineffective during execution, indicate the key event ongoing at that time.

Key event and time:

FSB Cdr _____ ; S2/S3 _____ ; XO _____ ; Support Ops Officer _____ .

d. Briefly indicate the reason for the leader being rendered ineffective (e.g., loss of communications, vehicle disabled, leader wounded, killed, captured, became lost).

Reason for becoming ineffective:

FSB Cdr _____ ; S2/S3 _____ ; XO _____ ; Support Ops Officer _____ .

e. Determine if the succession of command procedure was executed effectively. Enter the time of each event in the first three columns. Circle Yes or No to indicate whether the succession was executed effectively.

Succession of command executed effectively:

Leader	Time successor notified:	Time successor took command	Time successor able to exercise control	Was succession executed effectively?
FSB commander				Yes No
S2/S3				Yes No
XO				Yes No
Support Ops Officer				Yes No

Notes:

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Table 6. Evaluation of tactical situation.

This table elaborates on the evaluation of information and decision making processes of the FSB commander and staff during execution of the battle. Possible factors that the commander should include in his estimate are listed by METT-T. It may be necessary to add other factors. The first rating is whether the commander and staff had an accurate perception of each factor when they issued their OPORD. The second rating concerns whether the factor actually changed as a result of battle preparations or during execution of battle. The third column addresses whether the change was detected. The fourth column calls for an observer judgment about whether the response was or was not appropriate.

Factors	Were FSB Cdr and staff estimates based on accurate perceptions of the situation when orders were issued?		Did the situation change?		Was the change detected?		Was reaction to change appropriate?	
Mission								
Brigade commander's intent	Yes	No	Yes	No	Yes	No	Yes	No
DISCOM commander's intent	Yes	No	Yes	No	Yes	No	Yes	No
FSB commander's intent	Yes	No	Yes	No	Yes	No	Yes	No
Brigade concept of support	Yes	No	Yes	No	Yes	No	Yes	No
Brigade CSS plan	Yes	No	Yes	No	Yes	No	Yes	No
DISCOM concept of support	Yes	No	Yes	No	Yes	No	Yes	No
Specific missions and tasks	Yes	No	Yes	No	Yes	No	Yes	No
FSB task organization	Yes	No	Yes	No	Yes	No	Yes	No

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Table 6. (Continued)

Factors	Were FSB Cdr and staff estimates based on accurate perceptions of the situation when orders were issued?		Did the situation change?		Was the change detected?		Was reaction to change appropriate?	
Enemy Situation								
Enemy capabilities	Yes	No	Yes	No	Yes	No	Yes	No
Activities	Yes	No	Yes	No	Yes	No	Yes	No
Strength	Yes	No	Yes	No	Yes	No	Yes	No
Locations	Yes	No	Yes	No	Yes	No	Yes	No
Probable COAs	Yes	No	Yes	No	Yes	No	Yes	No
Other--	Yes	No	Yes	No	Yes	No	Yes	No
Friendly Troops Location and Status								
Supply and equipment status of brigade units	Yes	No	Yes	No	Yes	No	Yes	No
Locations activities and intentions of supported units	Yes	No	Yes	No	Yes	No	Yes	No
Disposition and locations of FSB units and assets	Yes	No	Yes	No	Yes	No	Yes	No
Equipment and personnel status of FSB units	Yes	No	Yes	No	Yes	No	Yes	No
Disposition of units in BSA	Yes	No	Yes	No	Yes	No	Yes	No
Location of division and corps CSS elements impacting on FSB operations	Yes	No	Yes	No	Yes	No	Yes	No
Status of critical classes of supply	Yes	No	Yes	No	Yes	No	Yes	No
Status of major weapons systems and critical pieces of equipment	Yes	No	Yes	No	Yes	No	Yes	No
Status of medical evacuation equipment	Yes	No	Yes	No	Yes	No	Yes	No

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Table 6. (Continued)

Factors	Were FSB Cdr and staff estimates based on accurate perceptions of the situation when orders were issued?	Did the situation change?	Was the change detected?	Was reaction to change appropriate?
Status of patients in medical company	Yes No	Yes No	Yes No	Yes No
Status of current support requirements for brigade units	Yes No	Yes No	Yes No	Yes No
Other--	Yes No	Yes No	Yes No	Yes No
Terrain (Area of Operations)				
Weather effects on MSR	Yes No	Yes No	Yes No	Yes No
Weather effects on supply stocks	Yes No	Yes No	Yes No	Yes No
Terrain effects on movement	Yes No	Yes No	Yes No	Yes No
Terrain effects on protective and fighting positions in BSA	Yes No	Yes No	Yes No	Yes No
Other--	Yes No	Yes No	Yes No	Yes No
Time				
Time to coordinate missions	Yes No	Yes No		Yes No
Times for planned events	Yes No	Yes No		Yes No
Other--	Yes No	Yes No		Yes No
Commander's overall METT-T assessment				
FSB's ability to execute missions	Yes No	Yes No		Yes No

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Table 7. Tactical decision making.

The following table is about the tactical decisions made during the execution of the battle. During the course of the battle, there will be one or more key events or changes in METT-T that will cause the FSB commander to make tactical decisions (which include altering the current plan or continuing to follow the plan as originally developed). These key events should be noted, and the tactical decision should be appraised in terms of:

- the quality of the recommendations made to the commander, and
- the quality of the selected course of action (COA).

Tactically sound recommendations are consistent with the actual METT-T and will produce positive results. Other criteria of tactical soundness are that the commander receives all critical information, has enough time to make a decision, and has enough time to transmit it to subordinates in time for them to carry out the desired actions. When examining either the old COA or a newly developed COA, determine whether it also met the following criteria:

Suitable: Will accomplish the mission and meet the intents of the brigade and DISCOM commanders.
Feasible: FSB has the time, means, and physical resources to execute the COA.
Acceptable: COA does not unduly risk personnel, equipment, or mission accomplishment.
Rapid enough: Commander's decision is made and disseminated in time to permit units to carry out the desired actions.

Key Decision Point:	Staff Recommendations		FSB Commander's Decision			
	Tactically sound	To Cdr in time	Suitable	Feasible	Acceptable	Rapid enough
	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No

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Table 7. (Continued)

Briefly describe the result of any instances in Table 7 for which you circled "No." These results should be described in terms of what the FSB was unable to do to support the armored brigade and why the FSB was not able to provide the required support.

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Table 8. Execution timelines.

Enter the date and time that each sequence (Cdr's decision, issuance of WARNO, issuance of FRAGO, receipt of FRAGOs) occurred within context of current battle. The WARNOs and FRAGOs may be oral versus written. If a decision was made, but no WARNO was issued, leave that column blank. If a WARNO was issued, but no FRAGO was issued, leave that column blank. Columns are provided to record times units received their orders. Use more than one row to record different times or different units. If a FRAGO was issued and a subordinate unit(s) was not able to execute the required action, describe circumstances in the space following the table. If a WARNO was issued, but no FRAGO was issued and the unit did not initiate any action implied by the WARNO, leave the FRAGO columns and last column blank.

FSB Cdr decision:	WARNO issued:	Time of receipt of WARNO by affected units:	FRAGO issued:	Effective time for task execution by units:	Time of receipt of FRAGO by units required to execute tasks:
Date/Time:	Date/Time:	Unit: ___ Date/Time: ___	Date/Time:	Date/Time:	Unit: ___ Date/Time: ___
Date/Time:	Date/Time:	Unit: ___ Date/Time: ___	Date/Time:	Date/Time:	Unit: ___ Date/Time: ___
Date/Time:	Date/Time:	Unit: ___ Date/Time: ___	Date/Time:	Date/Time:	Unit: ___ Date/Time: ___
Date/Time:	Date/Time:	Unit: ___ Date/Time: ___	Date/Time:	Date/Time:	Unit: ___ Date/Time: ___

Use the space below to record appropriate details.

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Table 9. Integration and coordination of combat, combat support, and combat service support.

Intent of this table is to record the FSB commander's and staff's ability before the battle to integrate and coordinate the elements of combat power represented by combat, combat support, and combat service support capabilities available to the FSB. "Integrated and coordinated" mean that the activities of the available elements of combat power were effectively planned for so that each can be brought to bear on the battlefield at the appropriate times. The results of integration and coordination will be that the elements of combat power are available to influence the mission accomplishment as envisioned by the FSB commander. The commander's and staff's actions during the execution phase must cause these elements of combat power to be deconflicted vertically, horizontally, and within the BOS to ensure that they are brought together in a harmonious order or relationship during the battle. (Subsequent to this integration and coordination, the brigade commander will synchronize the capabilities of all of the elements of the brigade combat team.) Circle the response appropriate for the integration and coordination for each element of combat power. For those elements of combat power listed in the table but not available to the FSB, the observer should circle "N/A".

Considerations	Integrated and Coordinated?		
Intelligence, e.g.:			
• Observation posts (OPs)/listening posts (LPs) (BSA elements, bases/base clusters)	Yes		No
• MP platoon (as part of other responsibilities)		N/A	
• Acquisition of information from BSA elements (TFs, field trains, FA Bn ALOC, etc.)			
Fire Support, e.g.:			
• Fire plan (expertise to plan from field artillery (FA) Bn administration and logistics operations center (ALOC))	Yes		No
• Observers		N/A	
• Communications for observers			
Command and Control, e.g.:			
• Communications			
• Organization of BSA	Yes		No
• Future BSA sites		N/A	
• TCF			
• Response force			

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Table 9. (Continued)

Considerations	Integrated and Coordinated?		
Maneuver, e.g.: • RACO • Plan for defense of BSA • Response force • TCF • ADC • Security for FLE and CSS activities • Local security (BSA elements, bases/base clusters)	Yes	N/A	No
Mobility and Survivability, e.g.: • Obstacles for BSA defense • Maintenance of routes • Survivability positions for BSA and CSS activities • Decontamination sites	Yes	N/A	No
ADA, e.g.: • Small arms for air defense (SAFAD) • ADA for BSA and CSS activities	Yes	N/A	No
Combat Service Support, e.g.: • ATPs • Heavy-equipment transporter (HET) transfer points • ROM operations • Emergency resupply packages • WSRO • EPW operations in BSA • Locations of supply drop-off points, stock piles, and caches • Corps through-put	Yes	N/A	No

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Table 10. Defense of the BSA.

This table addresses the effectiveness of the defense of the BSA. The table is in five parts: The first part (a) addresses whether the leadership of the FSB conducted troop leading procedures that were appropriate to the actual METT-T concerning BSA defense. The remaining tables (b-e) are about losses of equipment, personnel, and supplies due to enemy actions in the BSA.

a. Did the FSB commander, staff and FSB company commanders conduct troop leading procedures appropriate to the defense of the BSA, given the METT-T? (Circle)   Yes   No

b. Enter the number of brigade combat systems in field trains or FSB maintenance company receiving additional damage from enemy actions in the BSA:

Tanks:	Infantry fighting vehicles (IFVs):	Other:

c. Enter the number of FSB systems rendered combat ineffective (vehicles destroyed, contaminated, or their operators incapacitated) by enemy actions in the BSA: (additional categories may be added as appropriate)

Ambulances:	Maintenance (recovery vehicles):	Transport (trucks, tankers):

d. Enter the number of personnel rendered combat ineffective (killed, captured, wounded) by enemy actions in the BSA:

Medical personnel: Officers: Enlisted:	Maintenance personnel: Officers: Enlisted:	Supply personnel: Officers: Enlisted:

e. Enter the quantities of supplies captured, destroyed, or contaminated by enemy actions in the BSA:

Ammunition:	POL:	Food/Water:	Parts and assemblies:	Other materiel:

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Table 11. FSB Leadership.

This table is designed to capture aspects of the FSB commander's leadership during mission preparation. Process statements are used to describe an aspect of the planning process. A numerical scale is included to identify the degree of proficiency to which the process was accomplished. Circling "1" on the scale means the task was not accomplished. ("2" and "3" are provided to differentiate between extremes.) Circling "2" means the task was poorly accomplished; "3" indicates the task was accomplished but requires training. Circling "4" means the task was performed in accordance with (IAW) doctrine. The paragraphs under the process statements are "anchors" to guide the assessor when determining whether the process statements were accomplished. The "anchors" are not meant to be all inclusive.

	1	2	3	4	
FSB commander was not receptive to new information.	1	2	3	4	FSB commander sought and accepted new information.
FSB commander guidance and directives to staff had too little or too much detail.	1	2	3	4	FSB commander gave the staff the guidance and directives they needed.
FSB commander did not synchronize CSS at critical points.	1	2	3	4	FSB commander synchronized CSS at critical points.
FSB commander did not keep soldiers informed of the current situation.	1	2	3	4	FSB commander kept soldiers informed of the current situation.
FSB commander did not share hardships and dangers of his soldiers.	1	2	3	4	FSB commander did share hardships and dangers of his soldiers.
FSB commander did not ensure that soldiers have the opportunity to rest and eat as conditions permitted.	1	2	3	4	FSB commander ensured that soldiers had the opportunity to rest and eat as conditions permitted.

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FSB commander did not check to see that his orders were carried out.

1

2

3

4

FSB commander checked to see that his orders were carried out.

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Appendix A

ACRONYMS AND ABBREVIATIONS

AAR   after-action review

AD   air defense

ADA   air defense artillery

ADC   area damage control

A/L   administrative/logistics

ALOC   administration and logistics operation center

AO   area of operations

App   appendix

ARI   Army Research Institute

ARTEP   Army Training and Evaluation Program

ASR   alternate supply route

ATP   ammunition transfer point

BCOC   base cluster operations center

Bde   brigade

BF   battlefield function

BMO   battalion maintenance officer

Bn   battalion

BOS   battlefield operating system(s)

BSA   brigade support area

BSOC   battalion support operations center

C2	command and control
C3	command, control, and communications
C3I	command, control, communications, and intelligence
CCF	critical combat function(s)
CCIR	commander's critical information requirements
Cdr	commander
CGSC	Command and General Staff College
CL	class
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 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
CP	command post

CPX	command post exercise
CSM	command sergeant major
CSR	controlled supply rate
CSS	combat service support
CTC	Combat Training Center
DAO	division ammunition officer
DISCOM	division support command
DMMC	division material management center
DMOC	division medical operations center
DP	decision point
DS	direct support
DSA	division support area
DST	decision support template
DTDD	Directorate of Training Development and Doctrine
EEFI	essential elements of friendly information
Engr	engineer
EPW	enemy prisoner(s) of war
EW	electronic warfare
FA	field artillery/function analysis
FFIR	friendly forces information requirements
FLE	forward logistics element

FM	field manual
FRAGO	fragmentary order
FSB	forward support battalion
FSE	fire support element
FSEM	fire support execution matrix
FSO	fire support officer
FTCP	field trains command post
FTX	field training exercise
FXXITP	Force XXI Training Program
GRREG	graves registration
HET	heavy-equipment transporter
HHC	headquarters and headquarters company
HQ	headquarters
HSS	health service support
IAW	in accordance with
IFV	infantry fighting vehicle
INTSUM	intelligence summary
IPB	intelligence preparation of the battlefield
IR	information requirements
ITTBBST	Innovative Tools and Techniques for Brigade and Below Staff Training
KIA	killed in action

LD	line of departure
LNO	liaison officer
LP	listening posts
M/CM/S	mobility/counter-mobility/survivability
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
MOPP	mission-oriented protective posture
MOS	military occupational specialty
MP	military police
M/S	mobility-survivability
MSB	main support battalion
MSR	main supply route
MST	maintenance support team
MTP	mission training plan
MWR	morale, welfare, and recreation
NBC	nuclear, biological, and chemical
NCS	net control station

NTC	National Training Center
O&I	operations and intelligence
OP	observation post
OPORD	operations order
Ops	operations
OPSEC	operations security
Pam	pamphlet
PERSTAT	personnel status
PIR	priority intelligence requirements
PLL	prescribed load list
PM	provost marshal
POL	petroleum, oils, and lubricants
R&S	reconnaissance and surveillance
RACO	rear area combat operations
RCPOC	rear command post operations center
ROE	rules of engagement
ROM	refuel-on-the-move
RTF	reconstitution task force
S1	adjutant/personnel officer, brigade and battalion staff
S2	intelligence officer, brigade and battalion staff

S3	operations and training officer, brigade and battalion staff
S3 Air	operations and training officer - air operations, brigade and battalion staff
S4	supply/logistics officer, brigade and battalion staff
S5	civil-military operations, brigade and battalion staff
SAFAD	small arms for air defense
SALUTE	size, activity, location, unit, time, and equipment
SIDPERS	standard installation/division personnel system
SITMAP	situation map
SITREP	situation report
SJA	staff judge advocate
SO	signal officer
SPO	security, plans, and operations
SPOTREP	spot report
ST	student text
TCF	tactical combat force
TF	task force
TLP	troop leading procedures
TRADOC	U.S. Army Training and Doctrine Command
TSOP	tactical standing operating procedures
USAARMC	United States Army Armor Center
USAARMS	United States Army Armor School

WARNO   warning order

WSRO   weapons systems replacement operations

XO   executive officer