

COMBAT SERVICE SUPPORT

VOLUME 1

**THE BRIGADE GROUP SERVICE BATTALION IN
BATTLE**

(ENGLISH)

(This publication supersedes B-GL-312-001/FP-001 dated 1985-07-21)

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1989-06-01

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Original0..... 1989-06-01

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Page No	Change No
Title0	5-1 to 5-5/5-6.....0
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FOREWORD

GENERAL

1. B-GL-312-001/FP-001, The Brigade Group Service Battalion in Battle, is issued on the authority of the Chief of the Defence Staff. It is effective on receipt.
2. Suggestions for amendment should be forwarded through normal command channels to SSO CSS, Mobile Command Headquarters.

AIM

3. The aim of B-GL-312-001/FP-001 is to state the doctrine for the employment of a Brigade Group Service Battalion in support of operations.

SCOPE

4. The doctrine provided in B-GL-312-001/FP-001 is applicable to all scales of conflict in all areas of operations. The information contained in this publication is designed to be sufficiently general to require infrequent amendment. Peacetime administration is not covered.
5. Certain administrative procedures have been agreed upon by members of the North Atlantic Treaty Organization (NATO), the American, British, Canadian and Australian (ABCA) Quadripartite forum, and other multi-lateral and bilateral arrangements. These are published in various standardization agreements (STANAGs for NATO and QSTAGs for ABCA), publications, plans and memoranda of understanding, which should be consulted where necessary.
6. B-GL-312-001/FP-001 presents doctrine for the provision of combat service support, less medical, military police and aviation maintenance services. The Brigade Group Service Battalion provides second line support. This publication is based on the premise that the brigade group is operating within a corps or independently as would be the case during contingency operations. Third line support agencies may include a Canadian Support Group (CSG), national or area of operations level agencies, or a Corps Service Command (COSCOM).
7. The lines of administrative support are defined in B-GL-303-002/FP-000 Supplement 3, Army Glossary, and discussed in detail in B-GL-311-000/FP-000 Administration in Battle.
8. A brigade group can be an integral formation of a corps or it can be an independent formation and as such receives support from a brigade group service battalion which is similar in nature to the support provided to a division by DISGP as described in B-GL-312-002/FP-001, DISGP in Battle. DISGP service battalions are included in B-GL-312-002/FP-001 because they are integral elements of the DISGP and differ substantially in organization, employment and command relationship from brigade group service battalions. Support to a corps is described in B-GL-312-003/FP-001, Corps Service Command in Battle.

CONTEXT

9. B-GL-300-000/FP-000, The Army, and B-GL-301-001/FP-001, Land Formations in Battle, are the complementary army keystone manuals upon which all others are based. B-GL-311-000/FP-000, Administration in Battle, provides the foundation upon which the army's administrative/combat service support manuals are based.

TERMINOLOGY

10. The terminology used in this publication is consistent with that of B-GL-303-002/FP-Z03, Supplement 3, Army Glossary, and AAP-6(P), NATO Glossary of Terms and Definitions. Where a choice of terms is offered, the most commonly used term within NATO is employed.

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CHAPTER 1

INTRODUCTION

GENERAL

1. This publication states the doctrine for the provision of combat service support, less medical, military police and aviation maintenance, to a brigade group in operations.
2. The content of this publication is consistent with the administrative system described in B-GL-311-000/FP-000, Administration in Battle, dealing with the fundamentals and four lines of administrative support to land forces in an area of operations. References, related manuals and standardization agreements are listed at Annex A.
3. Aviation maintenance is the responsibility of specialized maintenance organizations integral to tactical aviation formations and units. Tactical aviation doctrine is presented in B-GA-283-002/FP-000, Tactical Aviation in Operations. It is not discussed in this publication.

THE CORPS

4. A corps is the principal combat formation of the army. Each corps is structured individually as required by its task. A corps consists of a variable number of armoured and mechanized infantry divisions and other combat, combat support and combat service support formations and units. A corps performs both tactical and combat service support functions.
5. Normally a corps has two to five divisions and the essential combat support and combat service support to sustain itself. An outline organization of a typical Canadian corps is shown at figure 1-1. The corps is discussed in detail in B-GL-301-001/FP-001, Land Formations in Battle.

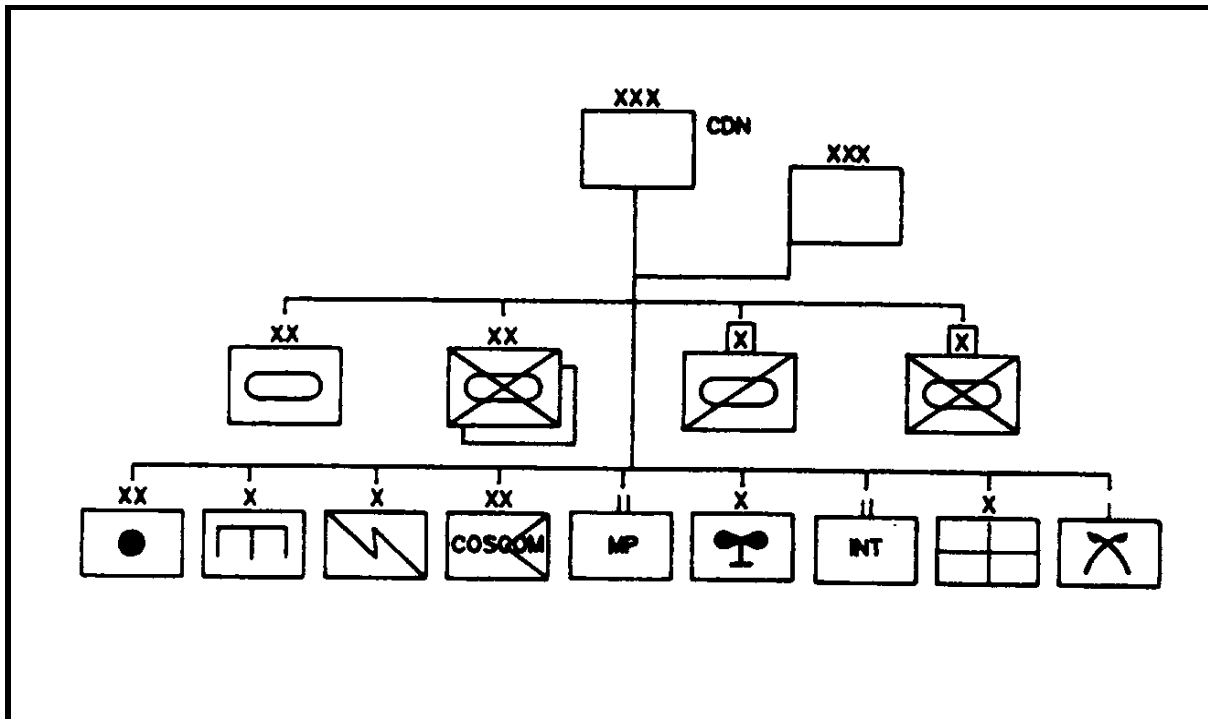


Figure 1-1 Organization of a Canadian Corps

COMBAT SERVICE SUPPORT IN THE CORPS

6. Combat service support is provided to the corps by the Corps Service Command (COSCOM), the Corps Medical Command (COMEDCOM) and the Corps Military Police Battalion (MP Bn). Like the corps they support, these organizations have no fixed establishment. Support elements are provided as necessary depending on the size and composition of the force to be supported. The outlined organization of a typical Canadian COSCOM is depicted in figure 1-2.

7. The COSCOM provides second and third line combat service support, less medical and military police services which are provided by the COMEDCOM and MP Bn respectively. These organizations provide second line support to corps troops and third line support to the corps including its divisions, brigade groups and corps troops. These corps organizations serve as the link between the corps and fourth line national and allied supporting agencies in an area of operations. The doctrine for the organization and employment of these formations and units in support of land operations is stated in the following publications:

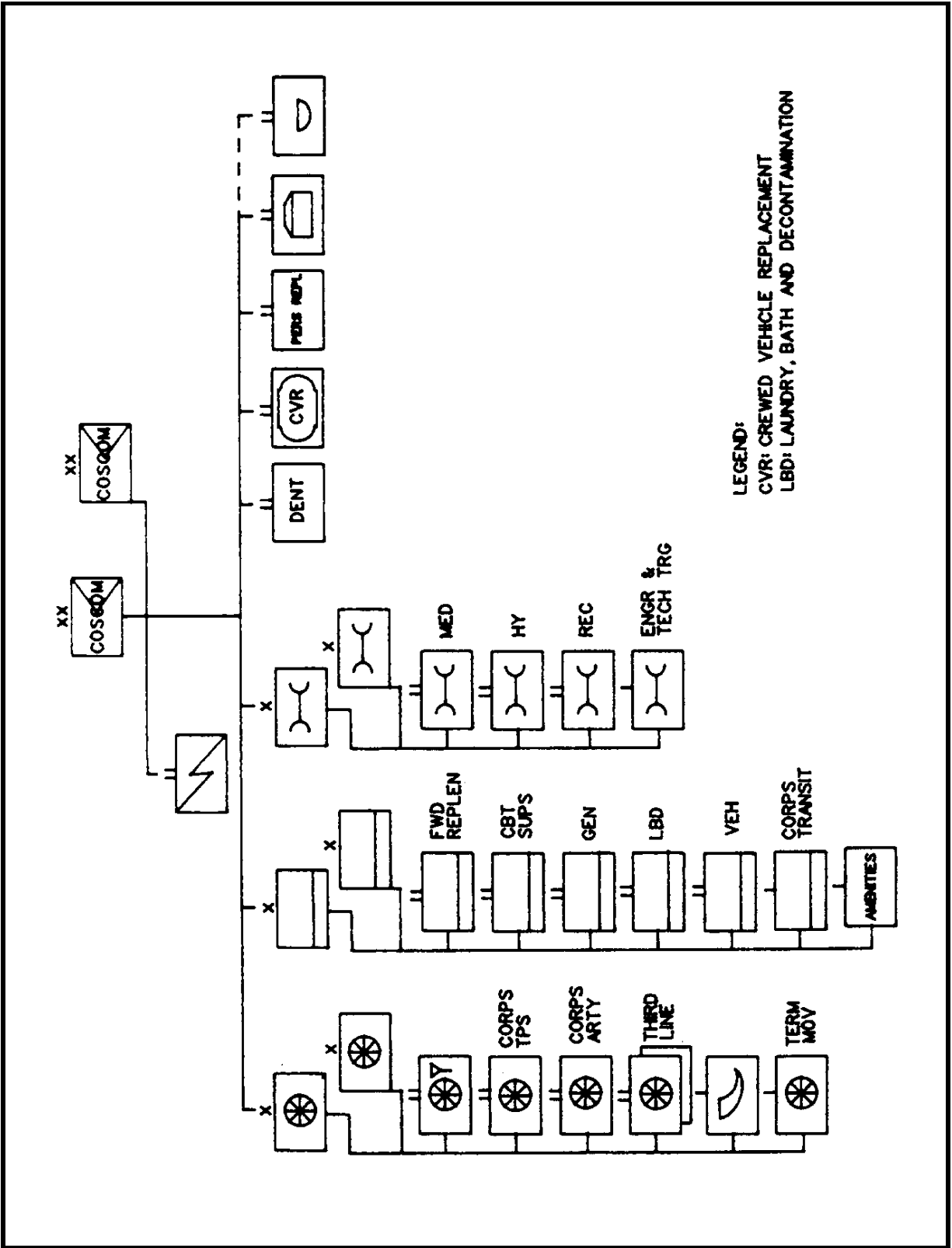


Figure 1-2 Corps Service Command

- a. B-GL-312-003/FP-001, Corps Service Command in Battle;
- b. B-GL-313-001/FP-001, Medical Services in Battle; and
- c. B-SI-315-004/FT-001, Military Police in Battle.

8. COSCOM support includes the provision of first line support to those corps troops units lacking self-sufficiency and the augmentation of second line organizations as required.

THE BRIGADE GROUP

9. Brigade groups as well as brigades are the basic army formations. The brigade group has both tactical and combat service support responsibilities. They normally have fixed organizations based on their roles. Brigade groups contain a mixture of combat arms, combat support arms and some combat service support elements.

10. The brigade group usually consists of three infantry battalions, one armoured regiment and the essential combat support and combat service support to sustain itself. The Canadian corps has the following types of brigade groups:

- a. corps mechanized brigade group, and
- b. armoured cavalry brigade group.

Outline organizations of a typical Canadian corps mechanized brigade group and of a typical armoured cavalry brigade group are shown at figure 1-3 and 1-4 respectively.

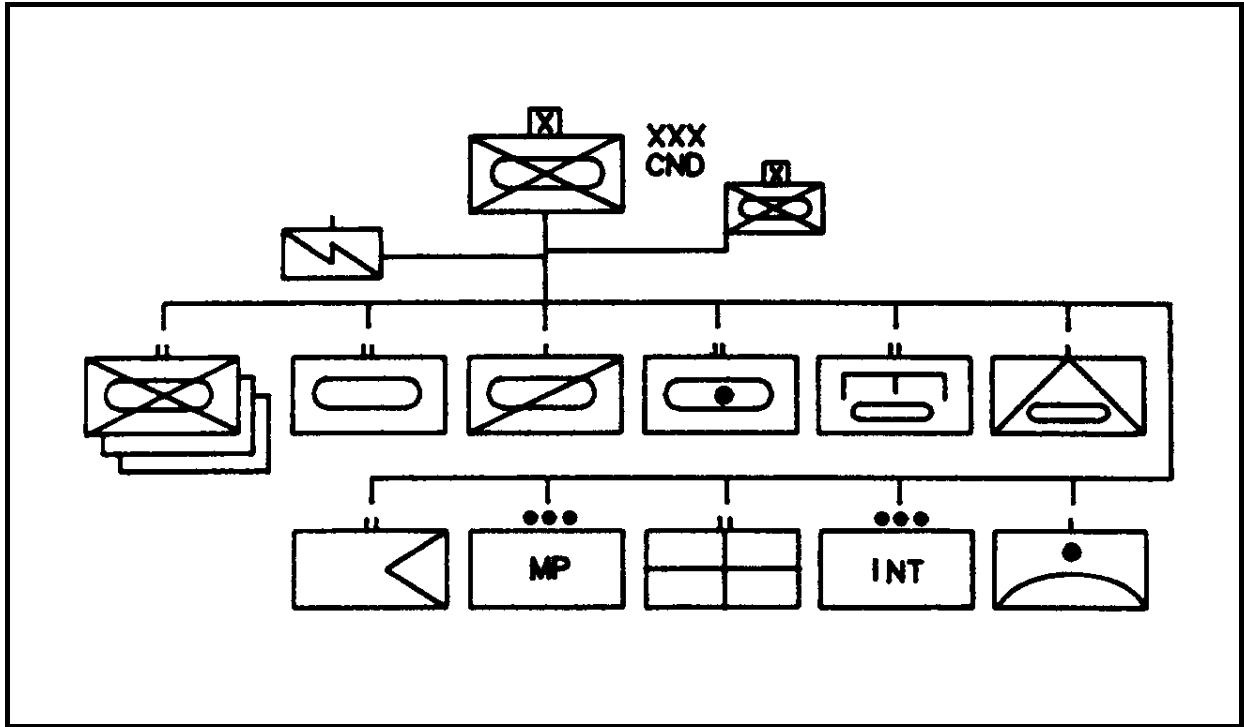


Figure 1-3 Organization of the Corps Mechanized Brigade Group

11. **Corps Mechanized Brigade Group.** This formation contains a mixture of manoeuvre units with a predominance of mechanized infantry units with some combat support and combat service support elements. It is capable of performing a variety of tasks including blocking, counter-attacking and rear area security.

12. **Armoured Cavalry Brigade Group.** This formation contains a number of manoeuvre units with a predominance of armoured cavalry units. It also possesses some integral combat support and combat service support elements. It is capable of performing a variety of tasks such as, security, reserve, blocking and covering force actions.

13. The Canadian army may, in order to accomplish special tasks, change the basic organization of a brigade group to enable it to operate independently from a corps as:

- a. an independent mechanized infantry brigade group, or

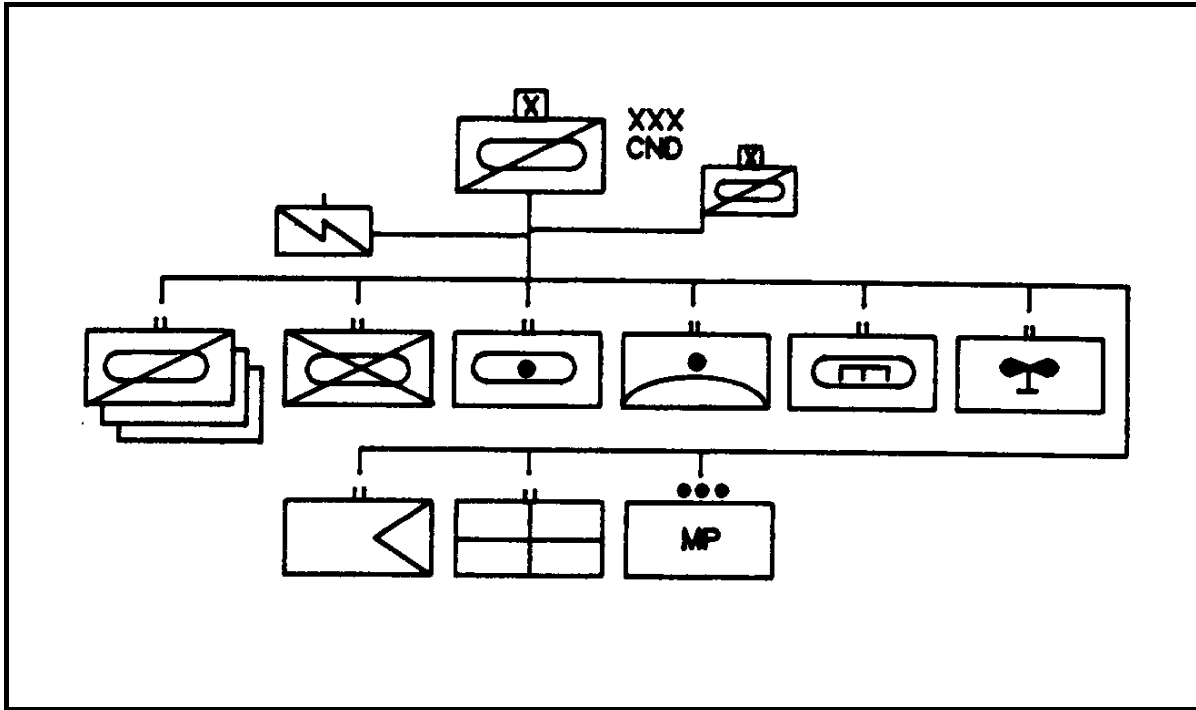


Figure 1-4 Organization of the Armoured Cavalry Brigade Group

b. an airborne brigade group.

14. **Employment.** The brigade group is designed to be employed in war but may also be employed in a variety of tasks short of war including peacekeeping, truce enforcement or other related activities.

15. The corps mechanized brigade group and the armoured cavalry brigade group are discussed in detail in B-GL-301-001/FP-001, Land Formations in Battle.

COMBAT SERVICE SUPPORT IN THE BRIGADE GROUP

16. Combat service support is provided to the brigade group based on the formation's organization, task and the operational environment in which it will be working. Normally, support is provided by the Brigade Group Service Battalion (Bde Gp Svc Bn), the Brigade Group Field Ambulance and the Brigade Group Military Police platoon, which are integral units of the brigade group.

17. **Bde Gp Svc Bn.** The Bde Gp Svc Bn provides second line combat service support, less medical and military police services to units of the brigade group and first line support to units and elements lacking self-sufficiency. Depending on the operational grouping and the assigned tasks, additional supporting elements may be assigned from higher formation's combat service support organization such as COSCOM, CSG, national or area of operations level agencies.

18. Only the Corps Mechanized Brigade Group Service Battalion (Corps Mech Bde Gp Svc Bn) and the Armoured Cavalry Brigade Group Service Battalion (Armd Cav Bde Gp Svc Bn) are discussed in detail in this publication as other types of brigade group service battalions will be derived from these two in order to meet the specific needs of the situation.

ANNEX A

REFERENCES AND STANDARDIZATION AGREEMENTS

1. The following publications are related to and may be used in conjunction with this manual:

a. **Canadian Forces Publications**

- (1) B-GL-300-000/FP-000, The Army,
- (2) B-GG-301-000/FP-001, Land Formations in Battle,
- (3) B-OG-302-002/FP-002, Operations in Artic/Cold Weather,
- (4) B-GG-302-003/FP-001, Operations in Deserts,
- (5) B-GG-302-004/FP-001, Operations in Jungles,
- (6) B-OG-302-005/FP-001, Operations in Mountains,
- (7) B-GL-302-010/FT-001, Airborne Operations,
- (8) B-GL-302-011/FT-001, Airmobile Operations,
- (9) B-GL-302-012/FP-000, Fighting in Built-Up Areas,
- (10) B-GL-303-001/AF-001, Corps 86 Establishments,
- (11) B-OL-303-002/FP-001, Staff Duties in the Field (including supplements),
- (12) B-GL-303-004/AF-001, Operational Staff Data,
- (13) B-GL-303-010/FP-001, Movement of Forces,
- (14) B-GL-303-010/FP-002, Rail Movement,
- (15) B-GL-303-010/FP-003, Road Movement,
- (16) B-GL-303-010/FP-004, Air Movement,
- (17) B-GL-303-010/FP-005, Sea Movement,
- (18) B-GL-304-002/AG-001, Unit Administration,
- (19) B-GL-311-000/FP-000, Administration in Battle,

- (20) B-GL-312-002/FP-001, DISGP in Battle,
- (21) B-GL-312-003/FP-001, Corps Service Command in Battle,
- (22) B-MD-313-001/FT-001, Medical Services in Battle,
- (23) B-MD-313-002/FT-001, Medical Support in the Division and Brigade Group, and
- (24) B-GL-315-004/FP-001, Military Police in Battle.

b. NATO Publications

- (1) AAP-6(P), NATO Glossary of Terms and Definitions,
- (2) APP-6, Military Symbols,
- (3) ATP-8, Doctrine for Amphibious Operations.
- (4) ATP-34(A), Land Forces Tactical Doctrine, and
- (5) ATP-41, Airmobile Operations.

c. ABCA Quadripartite Advisory Publications.

- (1) QAP-5, ABCA Armies Logistics Handbook,
- (2) QAP-6, ABCA Armies Logistics Vocabulary and Catalogue of Combat Supplies, and
- (3) QAP-7, ABCA Armies Financial Forecast Preplanned and Emergency Logistics Support (up to the year 2000).

2. The following NATO Standardization Agreements (STANAG) have been wholly or partially incorporated into this volume:

- a. STANAG 2014 (Ed 5, Amdt 3), "Operation Orders, Annexes to Operation Orders, Administrative/Logistics Orders";
- b. STANAG 2019 (Ed 2, Amdt 7), "Military Symbols" (APP-6);
- c. STANAG 2070 (Ed 3), "Emergency War Burial Procedures";
- d. STANAG 2079 (Ed 4), "Rear Area Security and Rear Area Damage Control";

- e. STANAG 2109 (Ed 2, Amdt 3), "Postal Organization for the NATO Armed Forces in Wartime";
 - f. STANAG 2135 (Ed 3, Amdt 1), "Procedures for Emergency Logistic Assistance";
and
 - g. STANAG 2827 (Ed 2, Amdt 2), "Materials Handling in the Field".
3. The following ABCA Quadripartite Standardization Agreements (QSTAG) have been wholly or partially incorporated into this volume:
- a. QSTAG 131, "Postal Organization for Armed Forces in Wartime";
 - b. QSTAG 627, "Materials Handling in the Field"; and
 - c. QSTAG 655, "Emergency War Burials and Graves Registration".

CHAPTER 2

BRIGADE GROUP SERVICE BATTALION

ROLE

1. The role of the Bde Gp Svc Bn is to provide second line combat service support, less medical and military police services, to a brigade group in operations.
2. To provide timely support in response to the brigade group's needs, some elements of the Bde Gp Svc Bn must be located as close to the combat elements of the brigade group as the situation permits. The Bde Gp Svc Bn maintains a high degree of readiness, 24 hours per day, to respond to immediate and routine demands. The proximity of service support elements to the forward area dictates a high standard of training in defensive skills. In addition, the pace of the battle demands long hours with a consequent requirement for dedication, stamina and determination on the part of every service support soldier.
3. Normally, maximum use is made of darkness to conceal combat service support activity from the enemy. However, many tasks are likely to be conducted in daylight to meet the immediate requirements of units engaged in battle. Specific activities, particularly at unit level, may include emergency replenishment, forward repair, recovery and evacuation.

TASKS

4. The Bde Gp Svc Bn tasks include the provision of second line support in the following functions:
 - a. transportation and postal;
 - b. supply, laundry, bath and decontamination;
 - c. maintenance;
 - d. dental;
 - e. finance and non-public fund amenities; and
 - f. arrangements to provide support beyond its capability/ resources.
5. The Bde Gp Svc Bn is also responsible for the co-ordination of rear area security and damage control in the brigade group rear area.

ORGANIZATION

6. A Bde Gp Svc Bn consists of a headquarters and the following sub-units:
 - a. transportation company;
 - b. supply company;
 - c. maintenance company;
 - d. administration company;
 - e. field dental platoon; and
 - f. finance platoon.

7. The battalion signal troop is integral to the Bn HQ. The outline organization of a Bde Gp Svc Bn is depicted at figure 2-1. The Corps Mech/Armd Cav Bde Gp Svc Bn organization is shown in detail in B-GL-303-001/FP-000, Corps '86 Establishment.

NOTE

Field dental platoon and finance platoon are normally collocated with administration company.

8. The Bde Gp Svc Bn must provide immediate and routine support to brigade group units dispersed over a large geographical area. It will usually perform its functions from a location in the brigade group rear area but if it is anticipated that there will be a break in road and air communications between the Bde Gp Svc Bn and the forward elements of the brigade group, the Bde Gp Svc Bn may establish a Forward Logistics Group (FLG). This FLG is required forward to respond to the immediate needs of fighting units and must be as small as possible and tailored to meet a specific operational requirement for a short period of time. The FLG will hold only those supplies and provide those services required for the immediate support of units to maintain their effectiveness in battle. Aside from these specific operational circumstances combat service support resources are located in the brigade group rear area to reduce their vulnerability and minimize congestion in the forward area.

HEADQUARTERS

9. The roles of the Bde Gp Svc Bn headquarters staff are to assist the Bde Gp Svc Bn commanding officer in exercising command and control of the second line combat service support resources of the brigade group, including attachments; to assist Bde Gp Svc Bn sub-units in the performance of tasks; and, to provide advice as required to the brigade group staff on combat service support matters, less medical and military police services.

10. The tasks of the Bde Gp Svc Bn headquarters are:
- a. advise the Bde Gp Svc Bn commanding officer on combat service support capabilities;
 - b. prepare the battalion administrative plan;

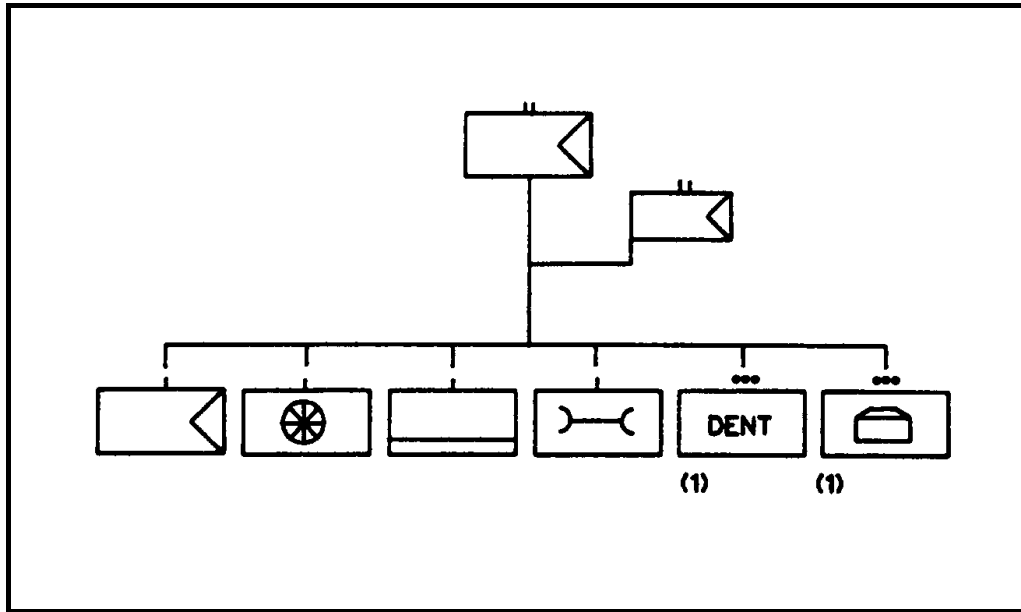


Figure 2-1 Organization of a Bde Gp Svc Bn

- c. issue detailed orders and instructions to subordinate subunits;
- d. supervise the execution of the battalion administrative plan, including routine replenishment and maintenance programmes;
- e. maintain technical liaison with the brigade group staff, units and with higher formation combat service support agencies;
- f. exercise technical control as appropriate;
- g. task sub-units in response to emergency requests;
- h. action selected administrative reports and returns and monitor others;
- j. man and operate the logistics operations centre;
- k. control and co-ordinate all brigade group dumping programmes;
- m. control the deployment of all units within the brigade group rear area;

- n. plan, control and co-ordinate, with other units, rear area security and rear area damage control plans; and
- p. maintain effective administrative communications.

ADMINISTRATION COMPANY

11. The administration company has the same range of responsibilities as the administration company of any unit. It is to provide first line combat service support to all Bde Gp Svc Bn sub-units, elements and attachments including the battalion headquarters, the field dental platoon and the finance platoon which are usually collocated with administration company. Specific tasks include the provision of supply and transport, maintenance, medical, and messing services. The administration company is described in detail in Chapter 5.

TRANSPORTATION COMPANY

12. The transportation company carries the maintenance load of combat supplies for the brigade group. It also provides second line transportation and postal services for the brigade group. The transportation company resources may be augmented by higher formation combat service support agencies to meet changing operational situations when the support to be given to the brigade group exceeds the company's capabilities.

13. The transportation company tasks include the following:

- a. providing technical advice on transportation matters;
- b. providing second line transport;
- c. receiving and delivering air transported resources;
- d. organizing and operating supply landing or drop zones;
- e. carrying the brigade group maintenance load of combat supplies and effecting daily replenishment;
- f. providing postal services; and
- g. providing alternate Bde Gp Svc Bn headquarters.

14. The transportation company is described in detail in Chapter 6.

SUPPLY COMPANY

15. The role of the supply company is to provide second line supply services as well as to provide the brigade group capability for laundry, bath and decontamination.

16. The supply function is related closely to other combat service support functions. Some tasks remain within the purview of the supply discipline although they are integrated with other functions. For example, combat supplies are carried by the transportation company, but acquisition, accounting and issuance of these stores remain a supply responsibility.

17. The supply company tasks include the following:

- a. providing technical advice on supply matters;
- b. providing second line supply services in the following areas
 - (1) repair parts,
 - (2) general and technical stores,
 - (3) defence stores in limited quantities, and
 - (4) industrial gases;
- c. operating laundry, bath and decontamination facilities;
- d. salvaging operations as necessary;
- e. purchasing locally;
- f. providing amenities; and
- g. providing input for scaling in consultation with maintenance elements.

18. The supply company is described in detail in Chapter 7.

MAINTENANCE COMPANY

19. The role of the maintenance company is to provide second line repair and recovery capability to the brigade group.
20. The maintenance company is structured for restoring equipment to serviceability in the shortest possible time and as far forward as possible. In order to provide adequate support to the whole brigade group, it is further sub-divided in two major sub-components;
 - a. a Main Repair Group (MRG), and
 - b. a Forward Repair Group (FRG).

The MRG possesses the heavier or more complex repair elements required to complement the forward repair capability of the FRG. The bulk of the brigade group second line recovery capability is also part of the MRG.

21. The maintenance company tasks include the following:
 - a. providing technical advice and direction on maintenance and associated matters affecting the reliability and availability of equipment;
 - b. maintaining equipment in a state of readiness for operations by means of technical inspection, servicing, defect investigation, modifications, conversion and repair;
 - c. providing recovery services;
 - d. co-ordinating the employment of third line repair and recovery resources when provided from higher formation combat service support agencies;
 - e. scaling repair parts in consultation with supply;
 - f. preparing orders, directives and procedures governing the maintenance of equipment;
 - g. operating the brigade group equipment collecting point or points (ECP);
 - h. operating the brigade group backloading point (BLP) if higher formations so direct (the operation of a BLP is usually a third line responsibility).
22. The maintenance company is described in detail in Chapter 8.

FIELD DENTAL PLATOON

23. The role of the field dental platoon is to conserve manpower by providing dental support to the brigade group.
24. The field dental platoon tasks include the following:
 - a. maintaining oral health and preventing dental disease;
 - b. providing dental treatment to battle and non-battle casualties;
 - c. co-ordinating the evacuation of dental casualties; and
 - d. providing assistance, where possible, to the medical services in the treatment of mass battle casualties.
25. The field dental platoon is described in detail in Chapter 9.

FINANCE PLATOON

26. The role of the finance platoon is to provide second line financial services, including public and non-public fund and audit services to the brigade group.
27. The finance platoon tasks include the following:
 - a. custody, disbursement and accounting of public and non-public funds;
 - b. delivery and receipt of funds in forward areas;
 - c. maintenance of currency balances;
 - d. scrip control and exchange when authorized by higher headquarters;
 - e. financial audit and inspections;
 - f. paymaster services to units which do not have a paymaster integral to establishment;
 - g. pay of civilian labour;
 - h. payment of local purchases and contracts;
 - j. limited currency exchange; and
 - k. staff and technical advice on finance matters to Bde Gp Svc Bn and brigade group headquarters.
28. The finance platoon is described in detail in Chapter 10.

CHAPTER 3

COMMAND AND CONTROL

INTRODUCTION

1. Command, control and communications are major problems for combat service support organizations because of the diversity of functions and their geographical dispersion. The problem in the Bde Gp Svc Bn is compounded by the large size of the unit and the broad spectrum of operations. Within the Bde Gp Svc Bn, in addition to the normal chain of command, the command and control system must recognize the need for technical control. The nature of the Bde Gp Svc Bn role makes the requirement for sound command and control absolutely essential. This can only be exercised through proper orders, good standing operating procedures and sound communications.

2. The terms command and control are normally used together. While they are closely related, they are occasionally, but incorrectly, used synonymously. The distinction between their meanings is set out in the following definitions.

command

the authority vested in an individual of the armed forces for the direction, co-ordination, and control of military forces

control

that authority exercised by a commander over part of the activities of subordinate organizations, or other organizations not normally under his command, which encompasses the responsibility for implementing orders or directives. All or part of this authority may be transferred or delegated. It is important to note that although a commander may not command an element, he may control its functions. Normally the function controlled is its operational capability (eg, the fire of artillery units).

command and control

the exercise of authority and direction by a designated commander over assigned forces in the accomplishment of the force's mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities and procedures which are employed by a commander in planning, directing, co-ordinating and controlling forces in the accomplishment of the mission.

3. The Bde Gp Svc Bn is designed as a centralized combat service support system to provide the most efficient use of scarce resources. The Bde Gp Svc Bn's capability to change the grouping of its elements is essential for effective support to the brigade group.

ADMINISTRATION STAFFS WITHIN THE BRIGADE GROUP

4. The members of the formation administrative staffs are a part of the general staff of the formation. They are there to assist the commander in the execution of his command in the administrative sphere, and to assist the arms and services in carrying out their tasks. Like all the other members of the general staff, they do this by collecting information for the formation commander, preparing details of his plans, translating his decisions and plans into orders, transmitting his orders to the units under his command, and supervising their execution. They also look to the future, and work on contingency plans for projected operations while overseeing the progress of current ones.

5. The Bde Gp Svc Bn commanding officer is a service adviser to the brigade group commander on combat service support. The officers commanding Bde Gp Svc Bn sub-units may also be called upon to offer technical advice and information to the brigade group commander and his staff through the Bde Gp Svc Bn commanding officer, but in the main their responsibilities revolve around executing their portion of the Bde Gp Svc Bn commanding officer's plans and orders. Naturally, as subordinate commanders, they have direct access to the Bde Gp Svc Bn commanding officer on all matters affecting their sub-units and tasks, and the Bde Gp Svc Bn staff must not interfere with this superior to subordinate relationship.

6. As with any organization there is a definite split between line units and the staff. Within the brigade group there are two administrative staffs:

- a. the brigade group administration staff; and
- b. the Bde Gp Svc Bn logistics operations centre staff.

7. The duties and responsibilities of these staffs, although dealing with similar functions, are clearly delineated in terms of detail and specific tasks. The brigade group administration staff, on behalf of the commander, issues administrative orders and directives, assigns priorities, allocates resources and tasks and provides guidance to combat service support organizations. Detailed plans and orders are then prepared by the Bde Gp Svc Bn logistics operations centre staff to execute their portion of the brigade group commander's plan.

8. Brigade groups integral to a corps, ie, Corps Mech Bde Gp and Armd Cav Bde Gp, are supported by corps resources, in particular the COSCOM. Independent brigade groups may be supported by a national supporting base or CSG, or by allied divisions. In the latter case, augmentation of divisional resources from an allied corps or the COMM Z is necessary.

9. **The Brigade Group Administration Staff.** The role of the brigade group administration staff is to assist the brigade group commander by providing information on combat service support required to allow the brigade group to function. Tasks of the brigade group administration staff follow:

- a. keeping the brigade group commander and operations staff informed on all combat service support matters affecting current and future operations;

- b. providing overall co-ordination of all combat service support elements supporting the formation;
- c. preparing brigade group administrative plans, orders and instructions reflecting the brigade group commander's policy;
- d. preparing brigade group administrative movement orders and instructions;
- e. effecting liaison with higher formation headquarters administration staffs on administration policy and planning matters;
- f. planning the administrative aspects of future operations;
- g. monitoring critical resources in conjunction with the operations staff;
- h. collecting, consolidating and co-ordinating the brigade group's administrative reports and returns;
- j. actioning selected administrative reports and returns and monitoring others;
- k. arranging for approval of routes to and locations of brigade group administrative facilities and installations;
- m. setting priorities for supply, recovery and repair, and transportation within the brigade group;
- n. staffing disciplinary matters including courts martial, summary trials by the brigade group commander, review of punishments awarded by unit commanders, boards of inquiry and summary investigations;
- p. advising the operations staff on administrative tasking of the military police platoon; and
- q. processing honours and awards on behalf of the brigade group commander.

10. The organization of the brigade group administration staff is shown at Figure 3-1. The detailed organization of the Corps Mech Bde Gp/Armd Cav Bde Gp headquarters staff is depicted in B-GL-303-001/AF-001, Corps '86 Establishments.

11. The specific responsibilities and organization of the Bde Gp Svc Bn logistics operations centre staff are depicted in Article 305.

NOTE

Note: G4 Ops 2 is a Staff Learner

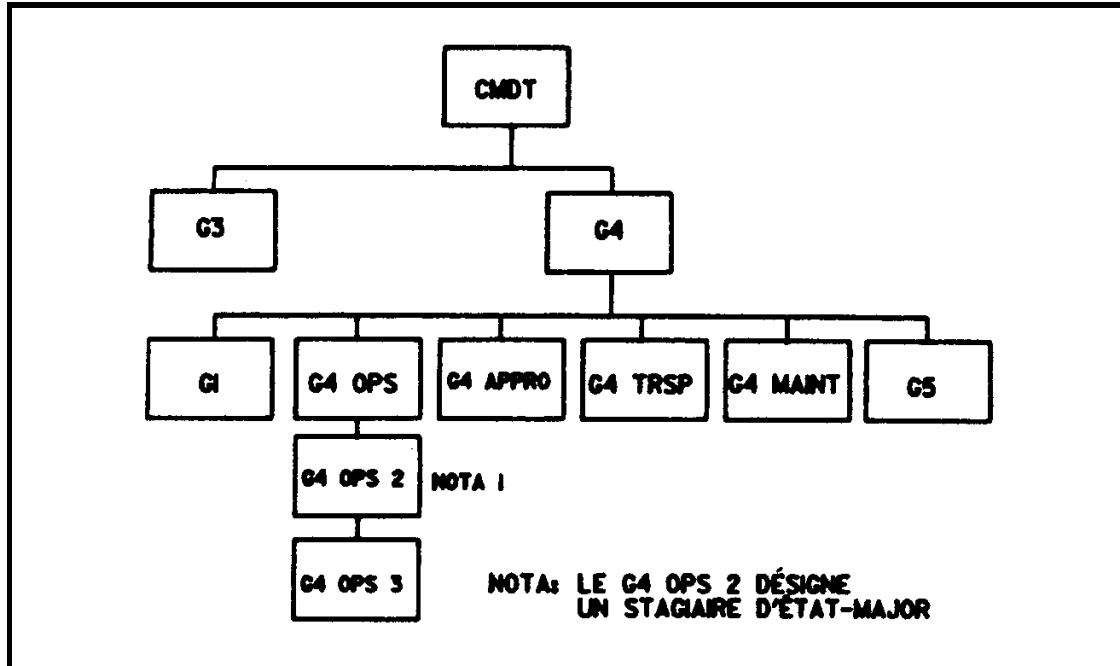


Figure 3-1 The Brigade Group Administration Staff

COMMAND

12. The Bde Gp Svc Bn headquarters includes the command group, the logistics operations centre (Log Ops Centre), and the battalion signal troop.

13. The command group consists of the commanding officer, the deputy commanding officer, the adjutant, the regimental sergeant-major, a regimental duties sergeant and drivers. It is collocated invariably with the Log Ops Centre, usually in the administration company deployment area. It provides for all aspects of command and control of the unit.

14. **Commanding Officer.** The Bde Gp Svc Bn commanding officer is a lieutenant-colonel. He commands all second line combat service support resources, less medical and military police, for the brigade group and is responsible for implementing his portion of the brigade group administrative plan. The Bde Gp Svc Bn commanding officer also has under command for defence and movement all units of the brigade group administration area (BAA) and controls rear area security and damage control for the brigade group.

15. As a major unit of the brigade group the command function is exercised in a manner similar to any other unit in the brigade group.

16. **Deputy Commanding Officer.** The deputy commanding officer is directly responsible to the commanding officer for:

- a. organizing the layout, defence, and movement of the BAA;
- b. conducting detailed reconnaissance of new locations and allocating sub-unit and attached elements areas within the BAA; and
- c. commanding and controlling the battalion and attached elements during the absence of the commanding officer.

17. **Adjutant.** The adjutant is generally responsible for the following:

- a. overseeing all battalion personnel administration;
- b. serving as personal staff officer to the commanding officer;
- c. ensuring a high standard of dress and deportment for ceremonial duties;
- d. preparing and distributing standing and routine orders;
- e. supervising junior officers as it pertains to dress, deportment, discipline, and customs of the service; and
- f. staffing unit casualties, welfare matters, and honours and awards.

18. The adjutant may be periodically employed as a Log Ops Centre duty officer.

19. **Regimental Sergeant-Major.** The regimental sergeant-major is responsible to the commanding officer for:

- a. unit discipline, welfare and supervising the general conduct of all non-commissioned officers;
- b. supervising the battalion regimental duties;
- c. co-ordinating the battalion defensive measures;
- d. conducting unit parades; and
- e. assisting in the conduct of summary trials and courts martial.

20. The Bde Gp Svc Bn commanding officer, in addition to his staff from both the command group and the Log Ops Centre, also has subordinate commanders to whom he may delegate some of his authority.

21. The subordinate commanders or officers commanding are responsible to the Bde Gp Svc Bn commanding officer for the efficient operations of their sub-units. They are specifically responsible for the following:

- a. commanding and controlling their sub-units;
- b. advising the Bde Gp Svc Bn commanding officer on matters within their area of functional responsibility;
- c. advising the brigade group commander, through the Bde Gp Svc Bn commanding officer, on matters in their area of functional responsibility; and
- d. commanding and controlling any attached elements.

COMMUNICATIONS

22. The communications requirement within the Bde Gp Svc Bn is comparable to the requirements of any battalion size organization including the requirement for transmission of technical information required in combat service support activities. The Bde Gp Svc Bn has the following communications requirements:

- a. combat net radio to pass secure voice, data and facsimile;
- b. access to the brigade group and higher formation area trunk system including subscriber mobile equipment to pass secure voice, data and facsimile;
- c. local line laying capability; and
- d. signal despatch service (SDS).

23. Due to the enemy's electronic warfare capabilities, the need for a certain degree of duplicity and communications security is catered to in the communications network. Radio communications may not be feasible or desirable, due to either radio silence or the enemy's electronic warfare activity. In such instances, maximum use is made of line, signal despatch service, liaison officers and runners.

24. The Bde Gp Svc Bn has the capability to communicate with the following organizations:

- a. higher formation combat service support agency;
- b. brigade group headquarters and units;
- c. subordinate sub-units; and
- d. any unit or element located in the brigade group rear area primarily for rear area security and damage control and especially those units located in the BAA.

25. The Bde Gp Svc Bn signal troop is an integral part of the Bde Gp Svc Bn headquarters. It provides the capability to communicate with the brigade group headquarters and subordinate sub-units. The Bde Gp Svc Bn has the capability only to provide combat net radio services. All other communications services such as line, trunk and signal despatch services are provided by the brigade group headquarters and signal squadron.

26. The signal troop relies on administration company for its first line support.

LOGISTICS OPERATIONS CENTRE

27. The Log Ops Centre is the primary command and control element of the Bde Gp Svc Bn. It is the nerve centre through which the commanding officer does his planning and exercises most of his command and control functions.

28. The Log Ops Centre is commanded by the senior logistics operations officer (SLOO).

29. The responsibilities of the Log Ops Centre are:

- a. advising the Bde Gp Svc Bn commanding officer on all matters pertaining to the brigade group's second line combat service support (less medical and military police);
- b. controlling and co-ordinating the brigade group's combat service support (less medical and military police);
- c. conducting liaison on combat service support matters with the brigade group headquarters, brigade group units, and higher formation administration staffs and units;
- d. co-ordinating selected administrative reports and returns and monitoring others;
- e. deploying a forward logistics control centre (FLCC) in the forward area when necessary;
- f. controlling all road movement within the brigade group administration area (BAA) and second line transport up to and including delivery point (DP) locations in the forward areas;
- g. arranging for administrative airlifts;
- h. co-ordinating and controlling operations in support of rear area security and damage control on behalf of the Bde Gp Svc Bn commanding officer.

30. The transportation company command post is usually designated as the alternate Log Ops Centre and must therefore monitor all aspects of combat service support provided by the Bde Gp Svc Bn so they can assume their designated role immediately when required.

31. The Log Ops Centre is manned by:

- a. the senior logistics operations officer (SLOO);
- b. duty officers; and
- c. a clerical support staff.

32. Although command of the Log Ops Centre on behalf of the commanding officer is vested in the SLOO, the deputy commanding officer may perform this function. In any case, the SLOO is responsible for the effective operation of the centre, of the FLCC when it is deployed and generally for the effective co-ordination of combat service support activities.

33. **The Senior Logistics Operations Officer.** The senior logistics operations officer (SLOO) is responsible for the following:

- a. controlling and co-ordinating the operations of the Log Ops Centre;
- b. tasking sub-units in response to requests for combat service support;
- c. maintaining close liaison with the brigade group administration staff and higher formations staffs and units on combat service support matters; and
- d. controlling and co-ordinating operations in support of rear area security and damage control.

34. **Operation of the Log Ops Centre.** The Log Ops Centre operates in the same manner as any brigade group unit command post. It is manned at all times by Duty Log Ops Officers and has the following facilities:

- a. a communications area;
- b. a planning area;
- c. a briefing centre; and
- d. an information display.

35. The Log Ops Centre must maintain an up-to-date display of the following information:

- a. current tactical and combat service support situation maps;

- b. location of all Bde Gp Svc Bn sub-units and other elements located in the BAA, unit A and B echelons, combat service support installations within the brigade group area and higher formation combat service support installations;
- c. delivery point (DP) situation;
- d. repair, recovery and backloading situation;
- e. task vehicle cargo state;
- f. daily commodity states for combat supplies;
- g. communications information;
- h. stock states for major repair parts, controlled stores, and other critical material in short supply; and
- j. other important information as required from time to time.

36. **Alternate Log Ops Centre.** As a rule, the Log Ops Centre functions will be assumed by the alternate Log Ops Centre when:

- a. the primary Log Ops Centre is known to be out of action; or
- b. efforts to communicate with the Log Ops Centre during a continuous period have failed (a period up to 15 minutes); or
- c. the Log Ops Centre is moving, the alternate Ops centre is not and the FLCC is not available to act as a step-up.

37. In anticipation of the possible transfer of the Log Ops Centre function to transportation company, the following advance preparations must be made:

- a. all transportation company officers should be trained in Log Ops Centre operations;
- b. an emergency staffing plan must be prepared for the alternate Log Ops Centre by the officer commanding transportation company;
- c. the officer commanding transportation company must remain current with the tactical and combat service support situations; and
- d. copies of the Log Ops Centre correspondence, including the operations log, must be provided at least daily to the transportation company command post.

FORWARD LOGISTICS CONTROL CENTRE

38. The forward logistics control centre (FLCC) is a small operations centre produced from the resources of the Log Ops Centre and deployed when circumstances threaten the effective control of combat service support forward of the BAA or essential administrative communications are disrupted. The FLCC will deploy under command of a Log Ops officer and will include a small communications and administrative element and sufficient personnel to ensure continuous operation.

39. The FLCC will normally be deployed under the following circumstances:

- a. when a forward logistics group (FLG) with maintenance and transportation resources is deployed in anticipation of a break in road and air communications between the BAA and forward elements of the brigade group, to cater for stretched lines of communications between the BAA and forward elements of the brigade group during covering force operations, or to support a portion of the brigade group on an independent mission;
- b. when the Log Ops Centre is moving and the FLCC must be deployed as a step-up to maintain essential administrative communications; and
- c. when communications with unit A echelons, the brigade group headquarters, delivery point convoys in the forward area and other forward combat service support elements are considered inoperable or are likely to become so.

40. **Forward Logistics Group.** The Bde Gp Svc Bn has the ability to deploy a forward logistics group (FLG) tailored to meet a specific operational requirement. However, deployment of an FLG is disruptive to normal command, communications, movement and administrative procedures and support. Therefore, it will only be deployed when the Bde Gp Svc Bn cannot provide the necessary support requirements for an operation from its normal location in the BAA.

41. The composition of the FLG is dependent upon the specific role and support requirements, but will normally include:

- a. an officer in charge (OIC);
- b. the FLCC
- c. elements from transportation company; and
- d. elements from maintenance company.

42. When the FLCC is deployed it will normally assume the following responsibilities:
- a. controlling all second line and attached combat service support elements in the area forward of the BAA;
 - b. controlling the brigade group administrative communications and the Bde Gp Svc Bn command net when necessary; and
 - c. controlling any dumps or emergency stocks deployed forward in support of operations.

ADMINISTRATIVE AREAS

43. Terrain occupied by arms and services units is at a premium in a high intensity conflict. Although the major consideration for the allocation of terrain for a brigade group is normally the location of combat arms units, it is also important to site combat service support elements near the units to be supported.

44. The method of defending combat service support elements and of controlling scarce terrain resources is to form administrative areas. Within the brigade group's boundaries there are potentially two types of administration areas:

- a. Brigade Group Administrative Area (BAA); and
- b. Forward Administrative Area (FAA).

45. The purpose of an administrative area is to reduce the amount of administrative traffic in the forward area, to co-ordinate the defence of the various administrative units of the brigade group, to simplify communications, and to provide a reception area for personnel replacements and materiel.

46. The administration staff at brigade group headquarters is responsible for assigning areas for combat service support units. This must be made in consultation with the operations staff who advises on the tactical situation and assigns areas. Thereafter, unit representatives reconnoitre their own areas and prepare them for occupation.

47. Although Bde Gp Svc Bn sub-units are responsible for their own defence and are organized and equipped to protect themselves against threats such as saboteurs or small forces, they lack sufficient resources to defend their areas against any attack in strength. It is important, therefore, that an administrative area is sited in a location which as much as possible allows combat service support units to work unhindered by frequent alarms and the necessity to man their defences. Occasionally, it may be possible to site an administrative area so that it is afforded some protection by the presence of a reserve unit in the vicinity. Troops left out of battle or in unit B echelons may be used to augment the defences of the administrative area.

48. If combat service support units are sited well forward, they automatically obtain some protection from the fighting troops, while, if they are sited well back, protection is afforded by the depth that enemy penetration must achieve before reaching them and the extra time available to seal off such penetration. A middle course is likely to invite attack if the enemy should infiltrate between the forward troops or from a flank. No rule can be laid down as to which course should be adopted; but as a general guide it is usual, when offensive operations are planned, for the administrative area to be well forward, and in defensive operations, particularly if withdrawal operations are planned, for it to be well back.

BRIGADE GROUP ADMINISTRATIVE AREA

49. The BAA generally contains the combat service support organizations which support the brigade group. Composition of the administrative area is not fixed but normally includes the following organizations:

- a. brigade group service battalion;
- b. elements of the brigade group field ambulance; and
- c. elements of the military police platoon.

50. Additional organizations may be located in the BAA depending on tactical or administrative considerations:

- a. unit B echelons;
- b. aviation unit;
- c. higher formation combat service support elements; and
- d. other units or elements as directed by the brigade group headquarters.

51. Depending on the tactical situation and deployment areas, the unit A echelons may occasionally be in the BAA. Medical elements may be grouped to brigade group units or brigaded in the BAA.

52. The BAA is normally located in the brigade group rear area. The BAA is sited and moved consistent with the tactical situation and the brigade group administrative plan. Siting factors include the following:

- a. access and proximity to forward and rear supply routes;
- b. sufficient space and adequate road networks to permit dispersion;
- c. accommodation, hard standing, power and other facilities that are available;

- d. maximum protection for defence from enemy penetrations and enemy artillery;
- e. signal communications suitability;
- f. disruption to tactical and administrative plans; and
- g. alternate area selected to permit rapid action in the event that the primary area becomes untenable.

FORWARD ADMINISTRATIVE AREA

53. If it is necessary to deploy combat service support elements forward, a forward logistics group (FLG) may be formed, augmented with portions of the brigade group field ambulance and military police platoon and unit A echelons, and located in the forward administrative area (FAA). This area is located to allow elements to respond to the brigade group's immediate combat service support requirements while leaving the bulk of combat service support organizations further to the rear.

DEPLOYMENT IN ADMINISTRATIVE AREAS

54. Several options for deployment of administrative areas exist. The decision as to where combat service support elements are located is important and must consider a variety of factors such as:

- a. tactical situation;
- b. distance and routes;
- c. communications;
- d. brigade group administrative plan;
- e. space available; and
- f. going.

55. Administrative areas are designated by the formation commander and may include any or all of BAA or FAA. Options for administrative area deployments are depicted at figure 3-2.

COMMAND AND CONTROL OF ADMINISTRATIVE AREAS

56. All units or elements operating within an administrative area are under command of the administrative area commander for defence and movement. The administrative area commanders are as follows:

- a. BAA - brigade group service battalion commanding officer; and

b. FAA - as assigned by the brigade group service battalion commanding officer.

57. Units which can be expected to be operating in the BAA on a regular basis are the brigade group field ambulance and military police platoon. The headquarters of these units are on an equal level to the headquarters of the Bde Gp Svc Bn as opposed to being subordinate headquarters. The Bde Gp Svc Bn headquarters must ensure that liaison is established as soon as possible with these units and also ensure that the units are aware of their responsibilities in the defence plan for the BAA. The brigade group field ambulance and military police platoon headquarters must, in turn, be prepared to accept direction in matters affecting the defence of the BAA.

58. Other units and elements which are located within administrative areas are considered to be either "in location" or transitting. This command relationship is used when any formation, unit or sub-unit is deployed by a higher commander in the area of responsibility of a subordinate formation or unit whose commander has no authority to direct the operational activities of the "in location" force. The force placed "in location" executes missions or tasks as directed by the higher commander. The commander responsible for the area is responsible for the co-ordination required to accommodate the "in location" force. The "in location" force is responsible for seeking and accepting this co-ordination.

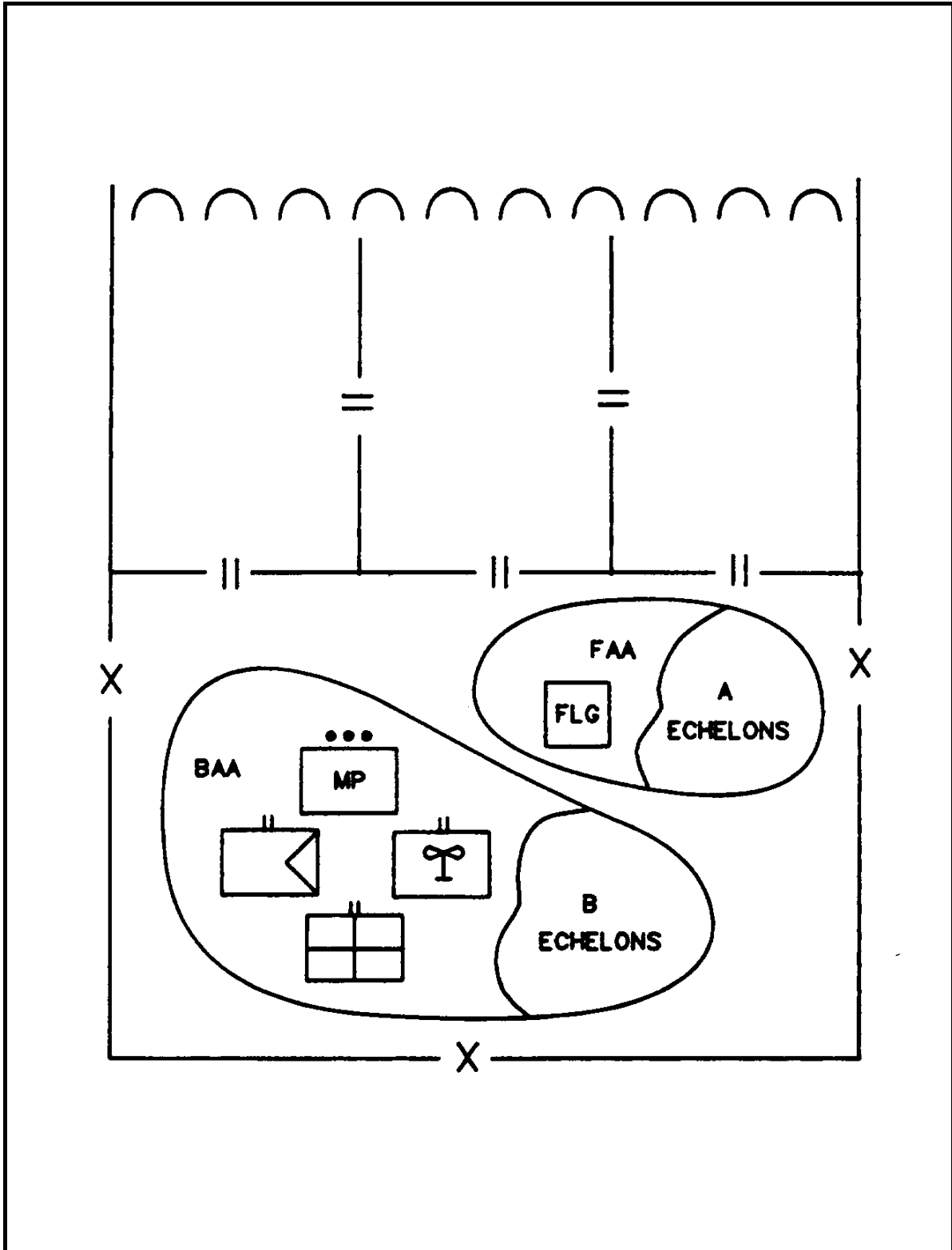


Figure 3-2 Layout of Administrative Areas

CHAPTER 4

BRIGADE GROUP COMBAT SERVICE SUPPORT SYSTEM

GENERAL

1. The two major combat service support systems in a brigade group are the replenishment and the repair and recovery systems. A separate sub-system of replenishment is supply. The complexity of warfare demands a high degree of flexibility on the part of brigade group combat service support units. Both systems provide flexibility in grouping and deployment to ensure that support to a brigade group is capable of supporting sustained operations.

REPLENISHMENT

2. The replenishment system is based on a series of focal points for supply and transportation resources deployed throughout a brigade group area.

3. The focal points for the brigade group follow:

- a. unit echelons;
- b. delivery points;
- c. commodity points;
- d. dumps;
- e. administrative areas; and
- f. replenishment points.

4. **Unit Echelons.** Arms units are arranged for battle into three echelons. Fighting (F) echelon contains the personnel, weapons, vehicles, supplies and equipment required to fight the battle. Administration (A) echelon contains the personnel, vehicles, supplies and equipment needed for the immediate replenishment and maintenance of F echelon. For tactical reasons, units may split their A echelon into A1 and A2 echelons. B echelon contains the personnel, vehicles, supplies and equipment not required in F or A echelon. The second line replenishment system is capable of delivery to any of these echelons.

5. The two primary methods of replenishing units are through delivery points (DPs) and commodity points. Both consist of loaded second line cargo carrying vehicles from which unit A echelons draw requirements. The points may issue one or more commodities to units. The number and location of DPs or commodity points required to serve a formation is decided by the formation staff and the logistics operations centre. It depends on the extent to which units are dispersed and the state of the battle. DPs normally operate at night for a predetermined period of time on behalf of specifically designated units. Commodity points operate for as long as necessary and usually serve a variety of units. Commodity points are as small as possible.

6. **Delivery Points.** DPs offer certain benefits because they require the occupation of an area for only a minimum period of time. They are therefore difficult for the enemy to locate and attack. Daily DPs minimize the movement of second line traffic in forward areas and regulate the work-day for second line support units. When units cannot accurately forecast their needs 24 hours in advance, provision is made for supplementary and emergency demands. Daily DPs also result in considerable vehicle concentrations forward. This provides a degree of safety in numbers from small enemy parties, but offers an attractive target for larger enemy forces. This method normally generates a considerable amount of daily radio traffic, making it easier for enemy direction-finding of combat service support unit headquarters. Daily DPs may operate during periods of radio or electronic silence however their flexibility is reduced.

7. **Commodity Points.** Commodity points eliminate many of the weaknesses of the DR. They minimize administrative vehicle concentrations in the forward area, reduce radio traffic and provide a quicker response to unit needs on a 24 hour basis. This method eliminates the requirement for most supplementary and emergency demands. The traffic pattern, single vehicles or small packets moving at irregular intervals, provides less of a target for enemy aircraft. Conversely, commodity points limit flexibility and are difficult to defend against even relatively small enemy ground attacks and single vehicles can be attacked easily by infiltrators or saboteurs.

8. On balance, the commodity point offers advantages when there is an adverse air situation and a considerable enemy electronic warfare threat but a minimal threat from saboteurs, infiltrators or enemy ground forces behind the F echelons. The DP is preferred when there is a rear area security problem or when transportation resources are limited.

9. **Dumps.** To provide large quantities of ammunition, defence and engineer stores for special activities, it may be necessary to conduct dumping programmes in the forward area. The staff planning for, and the implementation of, a dumping programme is normally conducted at division level or higher but may be done at brigade group level during independent operations. Dumps are located sufficiently forward to permit pick up by unit first line transport resources or to permit delivery by second line transport.

10. **Administrative Areas.** Administrative areas which are described in Chapter 3 are focal points in the brigade group replenishment system because they include supply and transportation resources.

- a. **FAA.** The FLG includes supply and transport elements carrying primarily combat supplies, part of the brigade group maintenance load, for immediate replenishment.
- b. **BAA.** This includes supply and transportation company elements of the Bde Gp Svc Bn not deployed in the FAA, which carry the remainder of the brigade group maintenance load for routine replenishment.

11. **Replenishment Points.** The replenishment point (RP) is a COSCOM installation located behind the brigade group rear boundary but sufficiently far forward to allow second line transport to effect daily replenishment. Normally one RP is designated to support a brigade group which will usually share it with other corps troops. The operation of RPs is described in detail in B-GL-312-003/FP-001, **Corps Service Command in Battle.**

12. The Bde Gp Svc Bn operating from the BAA or FAA functions within the replenishment system as follows:

- a. it receives demands from the supported units;
- b. it satisfies demands by delivery to supported units (either direct or via DP/commodity points):
 - (1) for combat supplies - from maintenance load carried by the transportation company, and
 - (2) for other supplies - by issuing from the supply company stocks located in the BAA; and
- c. it replenishes its second line stocks by drawing directly from the RP.

13. Specifically, the transportation company operating from the BAA functions within the replenishment system as follows:

- a. it receives demands from the supported units;
- b. it passes demands for supplies other than combat supplies to the supply company;
- c. it satisfies demands for combat supplies from the maintenance load stocks by delivery direct to supported units or via DP/commodity points;
- d. it picks up and delivers other supplies from the supply company to supported units;
- e. it replenishes its maintenance load stocks by drawing direct from the RP;

- f. it picks up and delivers other supplies from the RP to the supply company to replenish second line stocks and direct to other supported units consigned stores; and
- g. it performs dumping programmes as tasked.

14. Specifically, the supply company operating from the BAA functions within the replenishment system as follows:

- a. it receives demands for stocks other than combat supplies from the supported units;
- b. it satisfies demands from second line stocks held by issue to supported units (delivery may be by second line transport resources);
- c. it processes demands that cannot be satisfied from second line stocks to COSCOM:
- d. it demands from COSCOM, stocks to replenish second line holdings; and
- e. it receives stocks from COSCOM as described in subparagraph 13.f. above.

REPAIR

15. The repair system within the brigade group provides the best compromise between operational and technical engineering requirements. It is based on the principle of forward repair which reduces the time that the equipment is unserviceable and the need to move heavy equipment casualties. The technical efficiency of repair facilities in forward areas is severely limited by the need for mobility, dispersion and protection. To cater for these requirements, second line maintenance units augmented if necessary by third line maintenance elements, can deploy mobile repair teams (MRTs) to carry out in-situ repairs in the brigade group area.

16. The focal points of the repair system are the unit echelons and the administrative areas of the brigade group:

- a. **Unit Echelons.** Resources are located within units to provide level one repairs in both F and A echelons. Those repairs exceeding unit repair capability may be repaired in a forward location by second line MRTs, or backloaded to another maintenance organization.
- b. **FAA.** The FLG may include second line MRTs from the Bde Gp Svc Bn maintenance company which provide level two repair forward.

- c. **BAA.** The remaining level two repair resources of the Bde Gp Svc Bn maintenance company are located in the BAA. It is capable of providing MRTs to conduct repair forward and of providing repair facilities in the BAA when repair forward is not feasible. Repairs beyond the capability of the maintenance company are backloaded to third line maintenance facilities of the COSCOM.

RECOVERY

17. The principle of recovery is that recovery resources move forward to collect equipment casualties and backload them to the rear. The recovery chain includes links that connect the units, equipment collecting points (ECPs), backloading points (BLPs) and maintenance units to form an integrated system. The control of recovery resources in the brigade group is centralized at the Bde Gp Svc Bn maintenance company.

18. The focal points of the recovery system are the unit echelons, ECPs, BLPs and the maintenance facilities of the brigade group.

- a. **Unit Echelons.** Recovery resources within unit maintenance organizations have only sufficient resources to allow extrication, heavy lift and recovery of unit equipments to the unit echelon or an ECP as required.
- b. **ECP.** Those equipment casualties requiring level two repair or backloading to another repair facility are recovered to the ECP. Second line recovery resources backload equipment casualties from the ECP.
- c. **BLP.** Those equipment casualties which cannot be repaired at second line by the Bde Gp Svc Bn maintenance company are backloaded to another repair level through a BLP. Third line recovery resources of the COSCOM backload equipment casualties as necessary from the BLP.

19. Vehicles backloaded that cannot be repaired forward within the brigade group are accompanied by their crew. Vehicles that are backloaded outside the brigade group area are taken off the unit charge.

SUPPLY

20. The resupply of stores and equipment is normally commodity oriented, that is from the supply battalions in the corps rear area to the Bde Gp Svc Bn supply company and transportation company. Demands are consolidated by the Bde Gp Svc Bn for resupply by the corps supply organization either in transit through the replenishment points or direct to the Bde Gp Svc Bn locations as the tactical situation permits. Alternatively, commodities may be shipped through a brigade group rendezvous (RV) where the Bde Gp Svc Bn transportation resources collect material for forward delivery.

COMBAT SUPPLIES

21. Combat Supplies is the collective term for ammunition, rations, water, and petroleum, oils and lubricants (POL). These are the essential commodities required to sustain combat troops in battle. They are also the commodities with which the staffs at all levels become most directly involved, particularly ammunition. Based on staff planning, the replenishment of each of these commodities can be predicted accurately. Therefore, to the greatest extent possible, the replenishment of these essential commodities must be constant, flexible and based, as much as possible, on an automatic topping-up process to predetermined stock levels (push system).

22. The system of replenishment for combat supplies is described below and should be read in conjunction with figure 4-1:

- a. **Ammunition.** The replenishment of ammunition must be looked at from two perspectives, artillery ammunition (including air defence missiles) and non-artillery ammunition.
 - (1) **Artillery Ammunition.** The replenishment system within the brigade group must be controlled centrally and coordinated among artillery, combat service support staffs and the Bde Gp Svc Bn. It relies heavily on forward dumps, mobile and static ammunition points, and routine delivery points. It operates on a continuous cycle with delivery usually taking place by second or third line transport as far forward as possible.
 - (2) Replenishment quantities and types are calculated on staff assessments and will be automatic, based on consumption as reported in artillery ammunition returns and states.
 - (3) The brigade group maintenance load of ammunition is held on wheels by the Bde Gp Svc Bn transportation company and the basic load is held by the brigade group artillery regiment. The brigade group is normally replenished from a corps RP. Ammunition can be delivered by second or third line transport to the guns directly through an ammunition point (AP) or delivery point (DP), or dumped in forward areas.
 - (4) **Non-Artillery Ammunition.** In principle, the replenishment of non-artillery ammunition is automatic; however, it will normally operate in response to demands initiated by the unit. These unit demands can be in the form of a message over radio or teletype, or hand-written, delivered to a DP, AP or any other replenishment element.
 - (5) The maintenance load for the brigade group is held on wheels by the Bde Gp Svc Bn transportation company. This includes small arms, tank, anti-armour and mortar ammunition. Delivery to brigade group units is made by either second or third line transport through a DP, AP dump or directly to the user's location.

- (6) The brigade group operations staff decides the scale of ammunition required for an operation; the artillery staff advises on the amount of artillery ammunition required and the engineer staff, on mines and explosives; and the administration staff implements the plan.
- b. **POL.** Based on consumption rates or demands, POL is supplied forward automatically where possible. Consumption is fairly predictable and is adjusted readily based on revisions to the operation plan. The brigade group maintenance load of POL is held on wheels by the transportation company. Each unit holds its own basic load. To the greatest extent possible replenishment is based on a bulk system with delivery being made by second or third line transport to units via a petroleum point or delivery point.

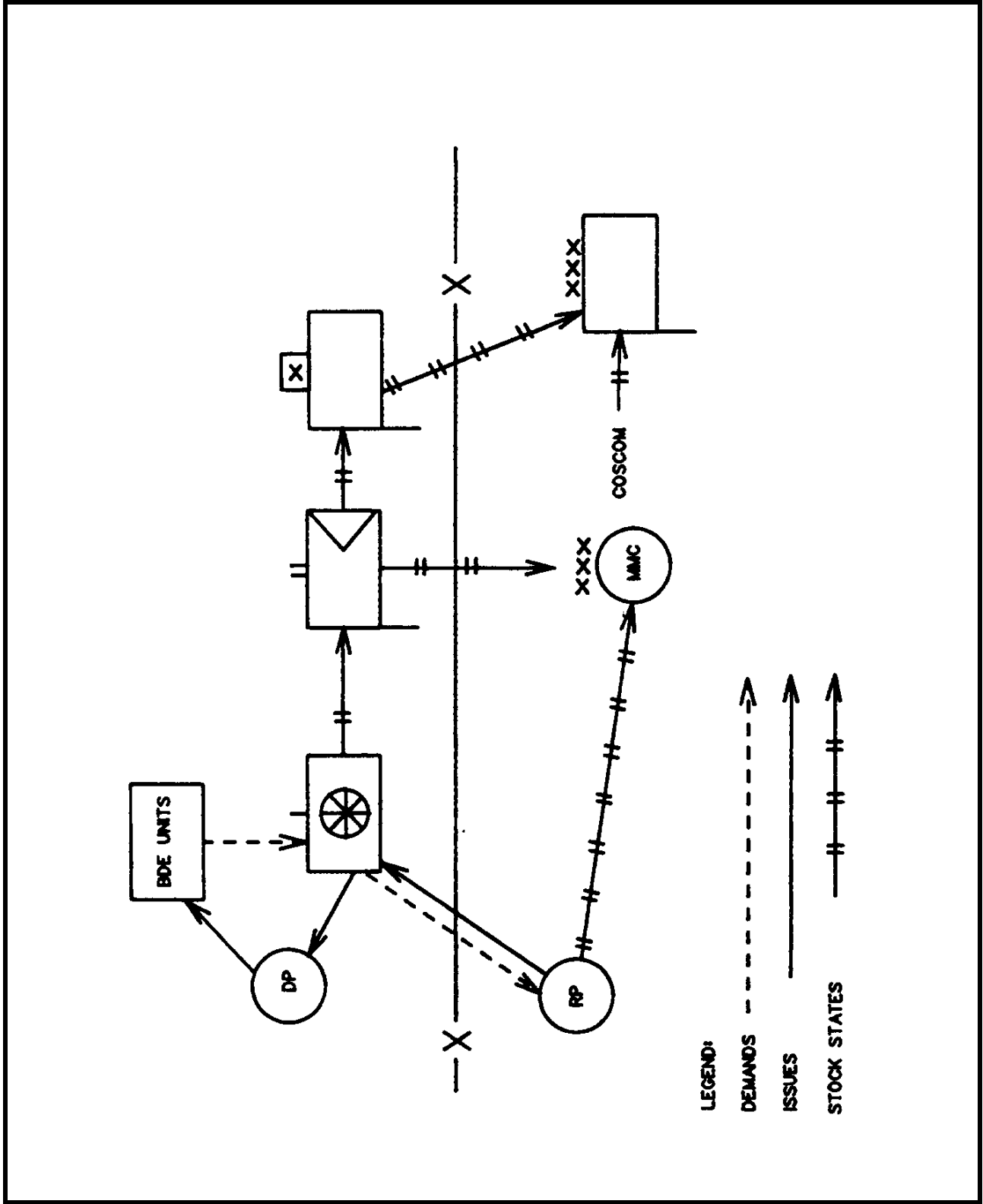


Figure 4-1 Replenishment System for Combat Supplies

- c. **Rations.** In either fresh or pack form, rations are supplied forward in response to demands based on personnel strength returns. They are drawn in bulk at the RP and delivered, by second line transport, normally via a DP to the units. The maintenance load of rations for the brigade group is held on wheels by the transportation company.
 - d. **Water.** When water cannot be supplied through engineer water points in the forward area, it must be provided through the replenishment system, delivered to units, normally through a DP, by second line transport.
23. The system of resupply is given in further detail in Chapters 5 and 6 of this publication.

STORES AND EQUIPMENT

24. Routine demands from units are passed at the DP or by message to the Bde Gp Svc Bn. These demands are consolidated by the supply company and passed to the appropriate platoon for action. If the item is in stock, it is passed to the transportation company for delivery to the unit at the next DP. If the item demanded is not in stock then it is ordered from the third line supply agency responsible for supplying the formation. In addition to the combat supplies described in article 406, the following categories of stores are provided through the supply system. See figure 4-2 for a graphic illustration.

- a. **Repair Parts.** Bde Gp Svc Bn holds thirty days of replenishment of both first and second line maintenance requirements. Brigade group units hold fifteen days of first line repair parts.
- b. **Technical Stores.** This class of stores includes all armaments and complete technical equipments such as guns, radios, radar sets, generators, radiation detection equipment, fire control equipment, guided weapons control systems and components and their repair parts and assemblies. These items are usually treated as controlled stores.
- c. **General Stores.** These include all items which do not fall into any of the categories described in sub-paragraph b, such as fire-fighting equipment, camp and barrack stores, hand tools, hardware, metals, paint and industrial gases.
- d. **Amenities.** These include necessary individual items such as soap, toothpaste, etc, which will not be available for purchase in the area and must therefore be provided.
- e. **Clothing and Accoutrements.** A small range and quantity of lothing and accoutrements will be held in unit quartermaster stores. Replenishment will be provided through the Bde Gp Svc Bn.
- f. **Airborne Stores.** Refers to those stores specifically required in support of an airborne element and for which there is no use in a non-airborne role.

- g. **Printing and Stationery Supplies and Equipment.** This includes all office machinery, forms, publications, and stationery items.
- h. **Other Supplies.** Any other supplies demanded can be provided by the Bde Gp Svc Bn if held in stock. Supplies are passed to units through the normal replenishment system used for combat supplies. The great bulk of routine resupply is handled by normal demand procedures. Controlled stores are actioned by the staff which has releasing authority.
- j. **Bulk Demand Commodities.** Due to weight, bulk and usage patterns, a number of commodities such as clothing, stationery supplies and certain items of general stores are provided through a bulk demand system. Items obtainable through this system are notified to all units through published instructions. Commodities are provided as bulk shipments to the supply company for detailed bulk breaking and onward shipment to units.

CONTROLLED STORES

25. A limited range of stores and equipment is subject to a special form of control because, either the item has very high operational significance or is in short supply. Administration staffs in formation headquarters maintain a list of these items and may add to it with operations staff concurrence. Unit demands for controlled stores are passed in the normal manner, however, a request for release of such stores must be passed via the staff chain to the releasing headquarters. At each headquarters level, these requests are consolidated and passed to the next higher formation headquarters, usually on a daily basis. Demands are not satisfied by the supply company until release authority is received from the formation staff. A limited range of controlled stores are held by the Bde Gp Svc Bn. In most cases issue will be made from COSCOM or from an area support group (ASG) of an area command in the communications zone (COMM Z). The staff should keep the number of items to be controlled to a minimum. Figure 4-3 describes the resupply system for controlled items and indicates the releasing authority at each level.

ENGINEER AND DEFENCE STORES

26. Engineer stores are non-explosive materials normally consumed in engineer tasks which may be recovered but are usually left in place. As the stock range of these stores is vast, only a representative selection is held by the brigade group engineers. It is supplemented by manufacture or through combat service support resources by local purchase. Authority to purchase material locally may be delegated to the Bde Gp Svc Bn from the COSCOM to effect economy and quicker response. Engineer stores are delivered by higher formation engineer or transportation resources or, alternatively, brigade group engineers may pick up the stores at an RP or other designated commodity point. It is the responsibility of the brigade group engineers to fill demands from brigade group units. They receive and issue engineer stores for all units when required.

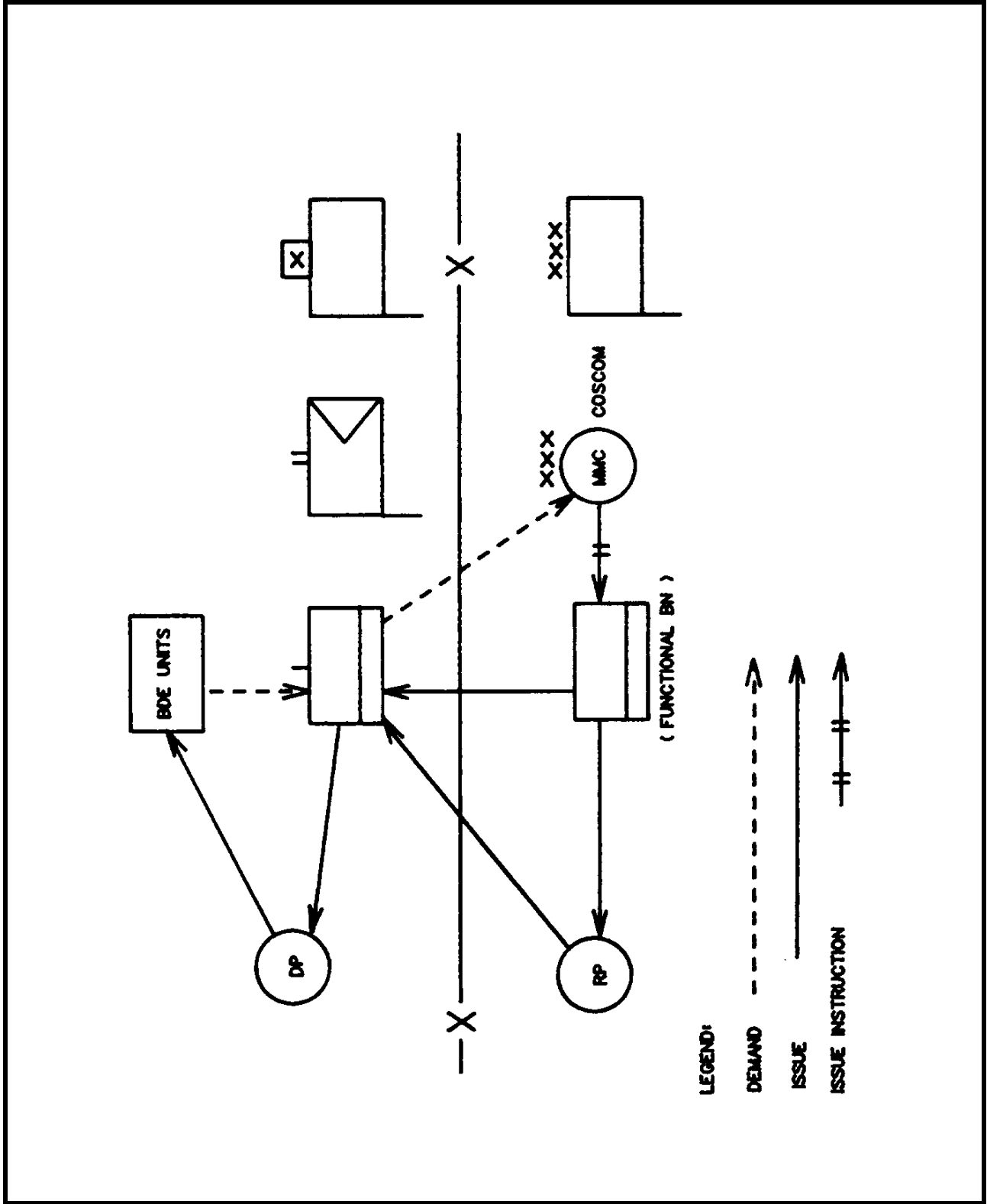


Figure 4-2 Replenishment System for Other Supplies (less Combat Supplies and Controlled Stores)

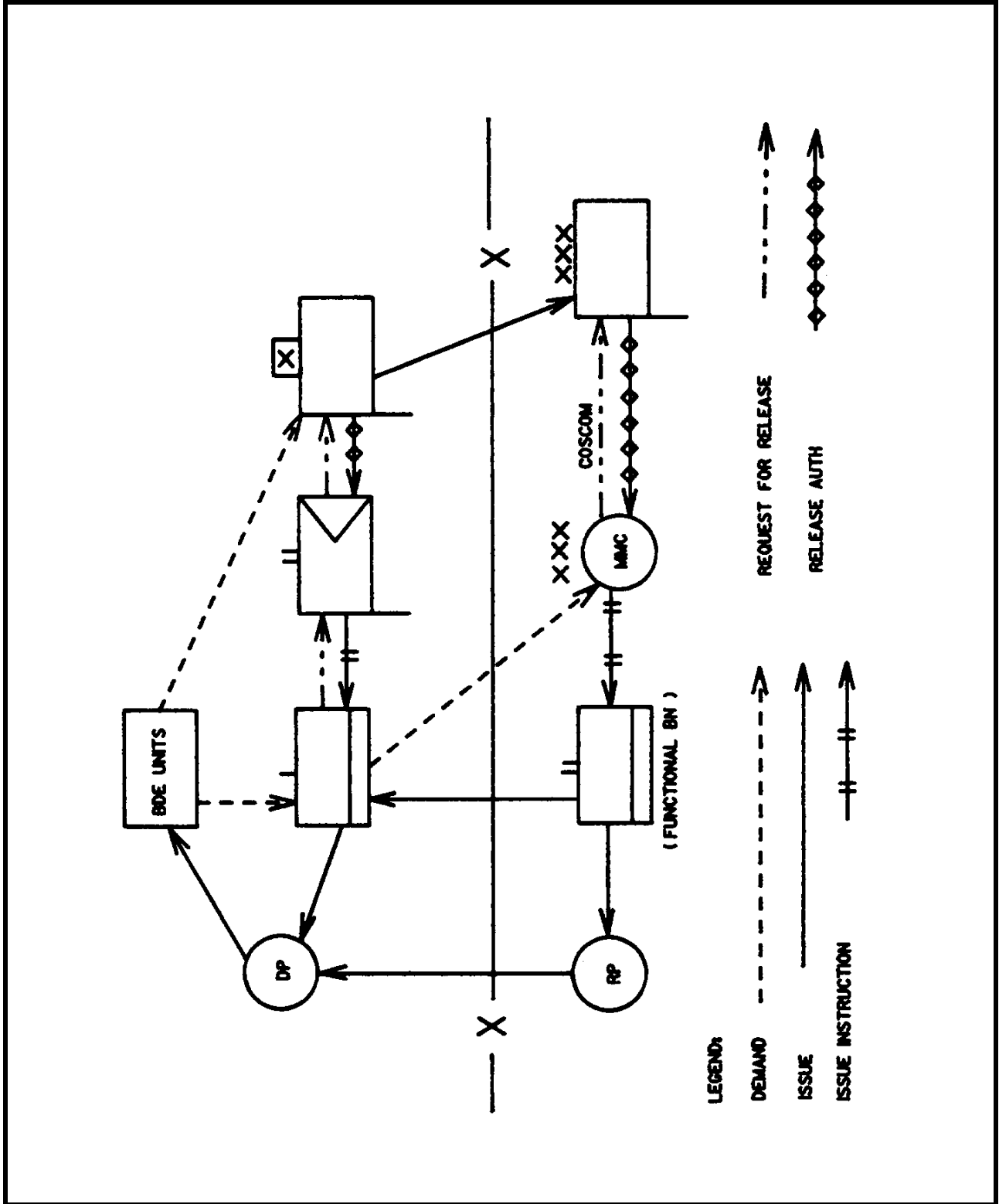


Figure 4-3 Replenishment System for Controlled Stores

27. Defence stores are non-explosive materials used by all units in defence works. Defence stores are normally controlled stores and are handled according to the procedures established for the ordering, accounting and distribution of controlled stores. As with engineer stores, defence stores may be procured locally when it is more economical.

28. Explosives and mines are also treated as controlled stores.

VEHICLES

29. Vehicles which are beyond the capability of second line repair are backloaded and taken off charge of the unit once the vehicle leaves the brigade group area. When a vehicle is removed from unit charge the unit demands a replacement through the brigade group headquarters administration staff. The brigade group headquarters will consolidate demands and forward them to corps headquarters on a daily basis, with an information copy going to the Bde Gp Svc Bn Log Ops Centre.

30. Release of vehicles is controlled by the corps staff. Replacement vehicles will either be released by corps headquarters staff from the appropriate agencies in the corps area or alternatively be requested from agencies in the COMM Z. When released, those vehicles classified as "crewed" will be delivered through the crewed vehicle replacement companies. All other vehicles will be driven forward either by replacement troops or COSCOM transportation elements, using the vehicle to transport cargo at the same time, to an RP or a designated brigade group or unit RV.

SALVAGE

31. Salvage is normally returned via DPs to the RP where it is collected by third line transportation units and returned to corps established salvage points. At these locations salvage is sorted and further backloaded or disposed of in accordance with established policies.

LAUNDRY, BATH AND DECONTAMINATION SERVICES

32. Laundry, bath and decontamination services are provided throughout the brigade group area by the supply company laundry, bath and decontamination platoon. The range of services provided include the following:

- a. laundry and decontamination of clothing and non-clothing items;
- b. bath facilities for decontamination of personnel;
- c. decontamination to a limited capability of vehicles and equipment; and
- d. exchange of clothing.

33. Laundry, bath and decontamination sites are selected based on the recommendation of the brigade group engineers in consultation with the Bde Gp Svc Bn commanding officer.

CHAPTER 5

ADMINISTRATION COMPANY

GENERAL

1. The administration company provides first line combat service support to the Bde Gp Svc Bn sub-units, elements and attachments. In addition, it provides security and unit administration for the Bde Gp Svc Bn headquarters.
2. The administration company is responsible for providing the following support:
 - a. first line transport;
 - b. supply;
 - c. maintenance;
 - d. messing;
 - e. personnel administration; and
 - f. medical.
3. In addition, the administration company is also responsible to provide first line combat service support to the following elements normally collocated and providing second line support to the brigade group:
 - a. the field dental platoon; and
 - b. the finance platoon.

ORGANIZATION

4. The administration company consists of a headquarters, a messing platoon, a medical platoon, a maintenance platoon, and a supply and transport platoon.
5. The detailed organization of the administration company is shown in figure 5-1.

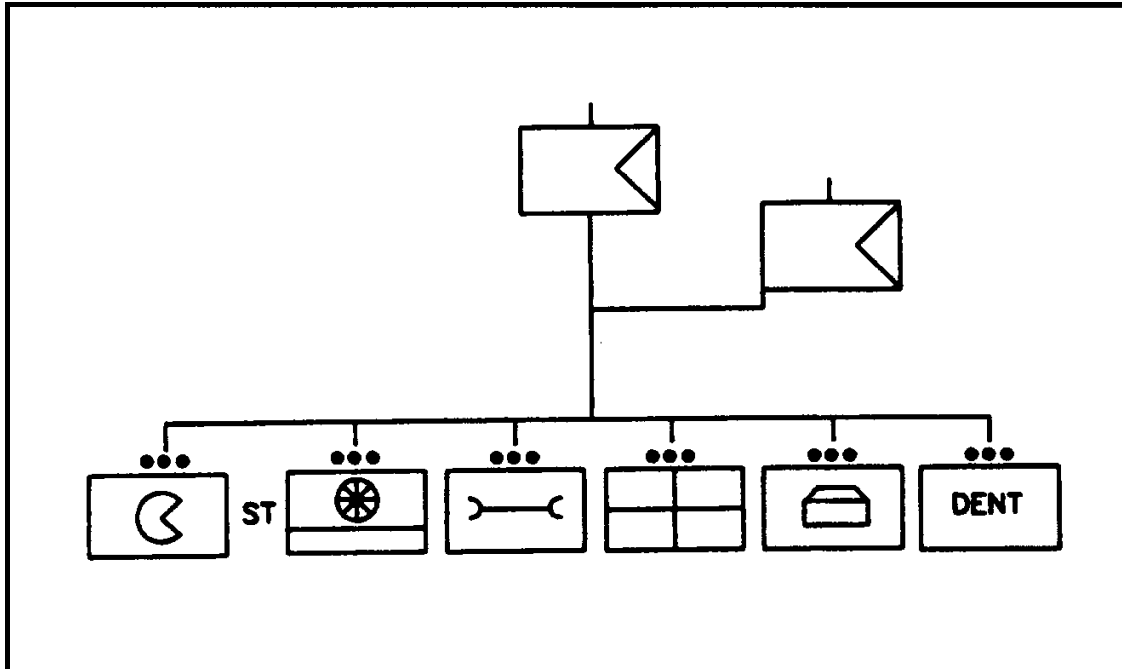


Figure 5-1 The Administration Company Organization

HEADQUARTERS

6. The administration company headquarters consists of the following elements:
 - a. command element;
 - b. company stores section;
 - c. battalion orderly room; and
 - d. unit chaplains.
7. The command element is responsible for the operation of the various platoons in the company.
8. The company stores section provides first line supply support to the Bde Gp Svc Bn headquarters, administration company personnel, and other elements collocated with the administration company.
9. The battalion orderly room, under the supervision of the battalion adjutant, provides for unit personnel administration including postal services.
10. The unit chaplains are responsible for advising the Bde Gp Svc Bn commanding officer on all matters relating to the moral and spiritual well-being of the unit.

MESSING PLATOON

11. Although it is a separate platoon, the messing platoon is normally under to overall supervision of the Bde Gp Svc Bn quartermaster. It is responsible for:
 - a. providing and preparing fresh rations for the battalion; and
 - b. providing limited institute support for the battalion.
12. The messing platoon is capable of providing mobile field kitchen facilities and cooks to all sub-units of the battalion.
13. The institute support provided is limited to the supply of amenities and non-public supplies.

MEDICAL PLATOON

14. The medical platoon is responsible for first line medical care, hygiene and sanitation supervision within the battalion. It normally operates centrally for the examination, treatment and, if necessary, the temporary holding of patients. Notwithstanding this, it will normally deploy some of its ambulances in response to changes in the tactical situation.

MAINTENANCE PLATOON

15. All first line maintenance in the Bde Gp Svc Bn is under centralized control. The maintenance platoon consists of a headquarters and sections responsible for light vehicle repairs, heavy vehicle repairs and ancillary repairs.
16. The type of Bde Gp Svc Bn, ie, Armoured Cavalry Bde Gp Svc Bn or Corps Mechanized Infantry Bde Gp Svc Bn will dictate the composition of the various sections. For example, the Armoured Cavalry Bde Gp Svc Bn maintenance platoon will have a larger heavy vehicle repair capability than the Corps Mechanized Infantry Bde Gp Svc Bn maintenance platoon.
17. The maintenance platoon is capable of operating in either a centralized or decentralized posture. When operating in a decentralized posture, the maintenance platoon can detach mobile repair teams (MRTs) appropriately equipped on a full time basis to the battalion sub-units.

SUPPLY AND TRANSPORT PLATOON

18. The supply and transport platoon commanded by the battalion quartermaster is responsible for providing all first line supply support and transport to the battalion.
19. The first line transport functions performed by the supply and transport platoon include the following:

- a. controlling the administrative aspects for all battalion vehicles, except those in the transportation company, including maintenance scheduling, replacement and maintenance of vehicle records;
- b. training drivers and maintaining associated records in the battalion except those of the transportation company;
- c. co-ordinating the battalion mobile support equipment safety programme; and
- d. providing first line transport to all elements of the battalion.

20. The first line supply support provided by the supply and transport platoon include the following:

- a. carrying a reserve of stores and equipments such as personnel clothing, weapons and others;
- b. maintaining an inventory and controlling the distribution of all equipments within the unit; and
- c. controlling and distributing the battalion basic load of combat supplies.

CONCLUSION

21. The primary task of the administration company is to provide first line combat service support to the Bde Gp Svc Bn in basically the same manner as in any other unit. The administration company operates under centralized control and has the capability to detach some of its elements to best suit the tactical mission.

CHAPTER 6

TRANSPORTATION COMPANY

GENERAL

1. The transportation company provides second line transportation and replenishment support to the brigade group. This support includes the following activities:
 - a. carrying and accounting for the brigade group maintenance load of combat supplies;
 - b. replenishing brigade group units in conjunction with the supply company;
 - c. providing limited general purpose transport;
 - d. providing limited tactical air movements support; and
 - e. providing brigade group postal services.
2. Transportation tasks beyond the capability of the Bde Gp Svc Bn transportation company are normally performed by the COSCOM or higher level transportation organizations.

FUNDAMENTALS

3. The fundamentals of transportation are applied to most operations requiring transportation services. These fundamentals are centralized control, control of movements, fluidity and flexibility, and maximum utilization. A detailed description and some applications of these fundamentals can be found in B-GL-311-000/FP-000, Administration in Battle.
4. There are four lines of transportation within an area of operations:
 - a. **First Line.** First line transport is that which is integral to a unit and which is intended to carry a portion of the unit basic load and to provide some general administrative transport for the unit.
 - b. **Second Line.** Second line transport is comprised of task vehicles belonging to DISGP transportation battalion, the ST companies of the DISGP service battalions and the transportation company of the Bde Gp Svc Bn. It carries the maintenance load of combat supplies for a division and for a brigade group respectively. General purpose transport capability does not exist at this level without off-loading portions of the formation maintenance load.
 - c. **Third Line.** Third line transportation is comprised of COSCOM transportation brigade resources providing general and special transportation services to the corps.

- d. **Fourth Line.** Fourth line transportation is comprised of transportation units and services which provide support to the corps from echelons above corps and at national level.

ORGANIZATION

5. The transportation company consists of a headquarters, three transport platoons, a combat supplies platoon, a movements platoon, and a postal platoon.
6. The detailed organization of the transportation company is shown at figure 6-1.

HEADQUARTERS

7. Command and control of the transportation company is effected by the officer commanding through the company headquarters. The headquarters consists of the command element, an operations centre, an orderly room and a company stores section.

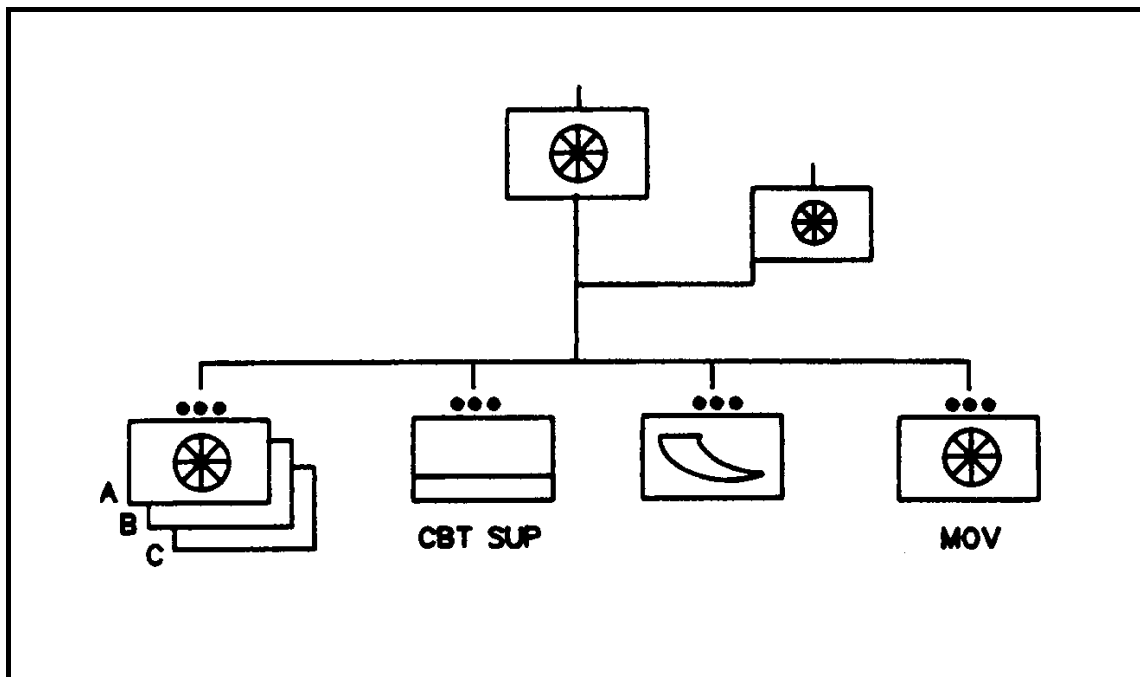


Figure 6-1 Transportation Company Organization

8. The transportation company operations centre controls the transportation company activities and provides the alternate Bde Gp Svc Bn headquarters.

TRANSPORT PLATOONS

9. Each transport platoon consists of a headquarters and a varying number of sections depending on which type of Bde Gp Svc Bn it belongs to.

10. The transport platoons are responsible for the following:
 - a. carrying the brigade group maintenance load;
 - b. delivering the brigade group units daily requirements of combat supplies; and
 - c. providing limited general purpose transport.

COMBAT SUPPLIES PLATOON

11. The combat supplies platoon consists of a headquarters and three accounting teams. The platoon accounts and arranges for the replenishment of all supplies comprising the brigade group maintenance load.

MOVEMENTS PLATOON

12. The movements platoon has a headquarters, movement control section, and terminal operations section. The latter has both a surface and air movements detachment. The movements platoon provides the following:

- a. technical advice to the transportation company operations centre;
- b. brigade group transfer points and terminals for shipments;
- c. a surface and air forwarding service;
- d. brigade group air supply drop zones and landing zones;
- e. movements records;
- f. training for and personnel to conduct periodic checks of helicopter loading teams; and
- g. inspections for the brigade group units aerial delivery systems equipment.

POSTAL PLATOON

13. The postal platoon provides postal services to the brigade group. It also provides specialist guidance and direction to all unit postal clerks in the brigade-group. Mail is handled similarly to supply commodities but its immediate delivery has an unquestionable morale factor.

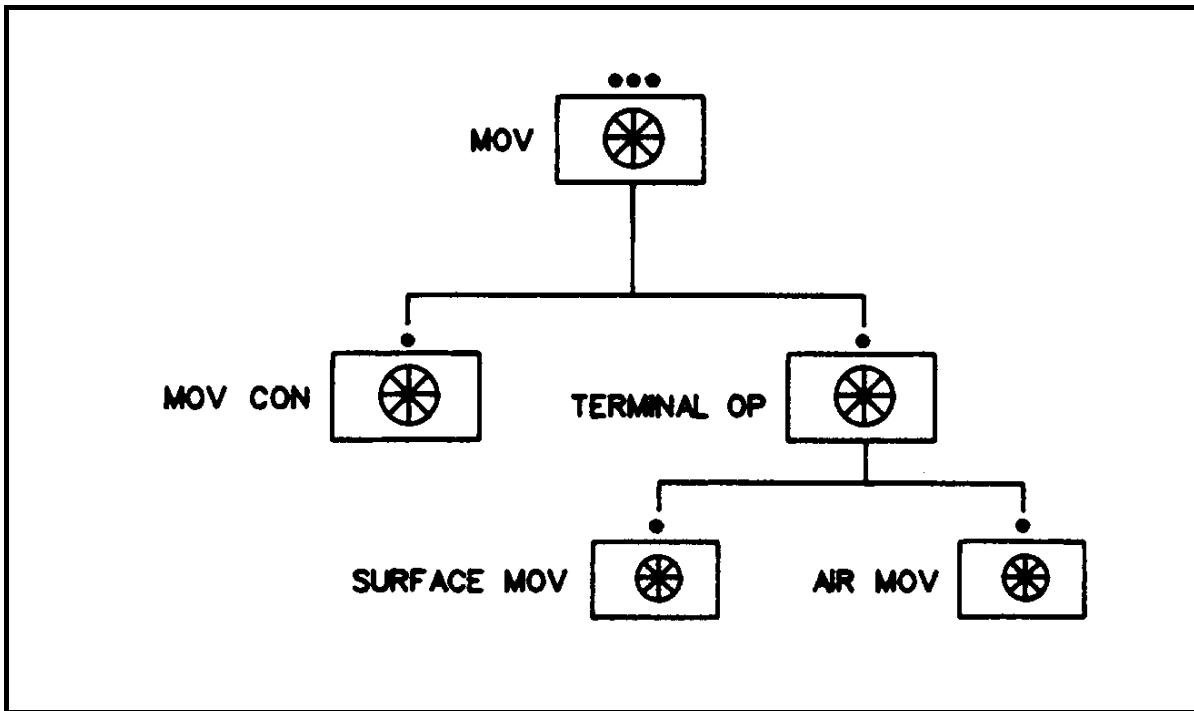


Figure 6-2 Movements Platoon Organization

14. The postal platoon has a headquarters, a mail operations section and a MPO/CPO (post office) section.
15. The postal platoon is responsible for the following:
 - a. handling all official mail except that carried by the signal despatch service;
 - b. sorting mail received into unit or delivery point lots;
 - c. receiving and despatching mail into and from the brigade group area;
 - d. providing post office facilities; and
 - e. providing a classified courier service.

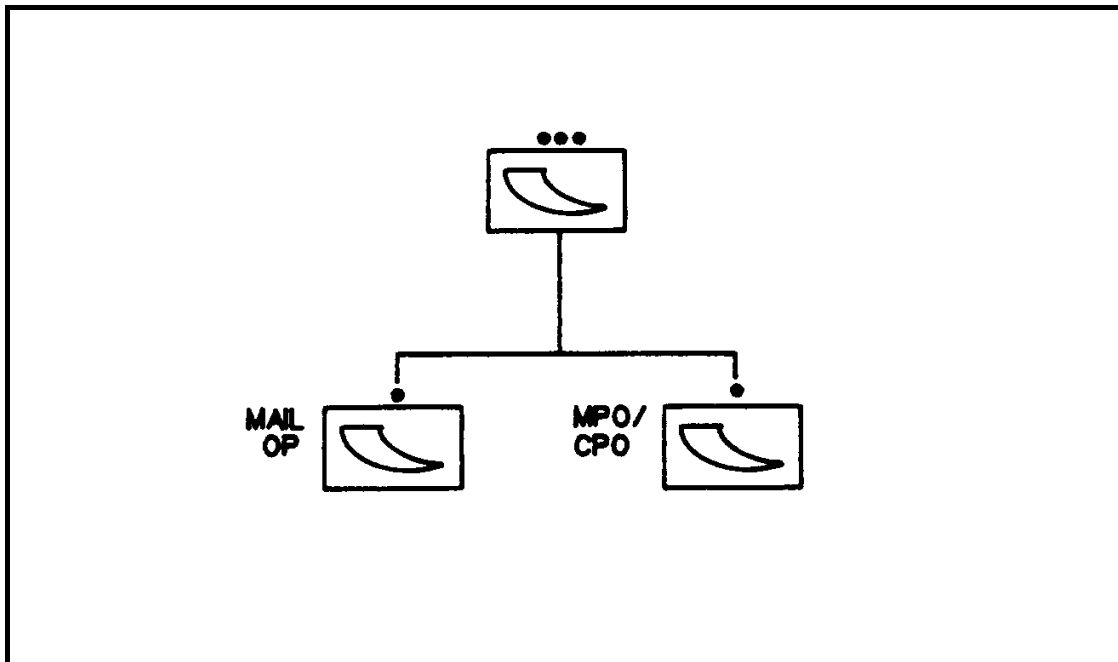


Figure 6-3 Postal Platoon Organization

CONCLUSION

16. The primary task of the transportation company is to support the brigade group replenishment system. The company can operate either centrally from its location in the BAA or decentralized by grouping some of its resources with a forward logistics group (FLG) in the forward area. The deciding criterion is the organization which best suits the tactical mission.

17. The Bde Gp Svc Bn transportation activities in support of replenishment are described in Chapter 4.

CHAPTER 7

SUPPLY COMPANY

GENERAL

1. The supply company, is responsible for the provision of repair parts, general and technical stores, and laundry, bath and decontamination; and for arranging any other supplies or supply services required in the brigade group.
2. Functions of the supply company are:
 - a. holding and stocking repair parts for replenishment of unit first line repair parts holdings and supporting repairs conducted by the maintenance company;
 - b. holding a limited stock of fast moving clothing and general and technical stores;
 - c. receiving and backloading, if necessary, serviceable and repairable stores returned from units;
 - d. operating laundry, bath and limited decontamination services for the brigade group;
 - e. consolidating the brigade group's bulk demands;
 - f. receiving and breaking bulk supplies for units; and
 - g. handling stores in transit consigned to units of the brigade group.

SUPPLY ORGANIZATION

3. The supply function is organized into functional groupings at each level. At the corps level supply tasks are handled by the supply brigade of the COSCOM, at division level by the supply battalion of DISGP, at brigade level by a supply platoon in a supply and transport company of the DISGP service battalion, and at brigade group by a supply company of the Bde Gp Svc Bn.

SUPPLY COMPANY

4. The supply company consists of a headquarters, repair parts platoon, general and technical stores platoon and laundry, bath and decontamination (LBD) platoons; the detailed organization of the supply company is shown at figure 7-1.

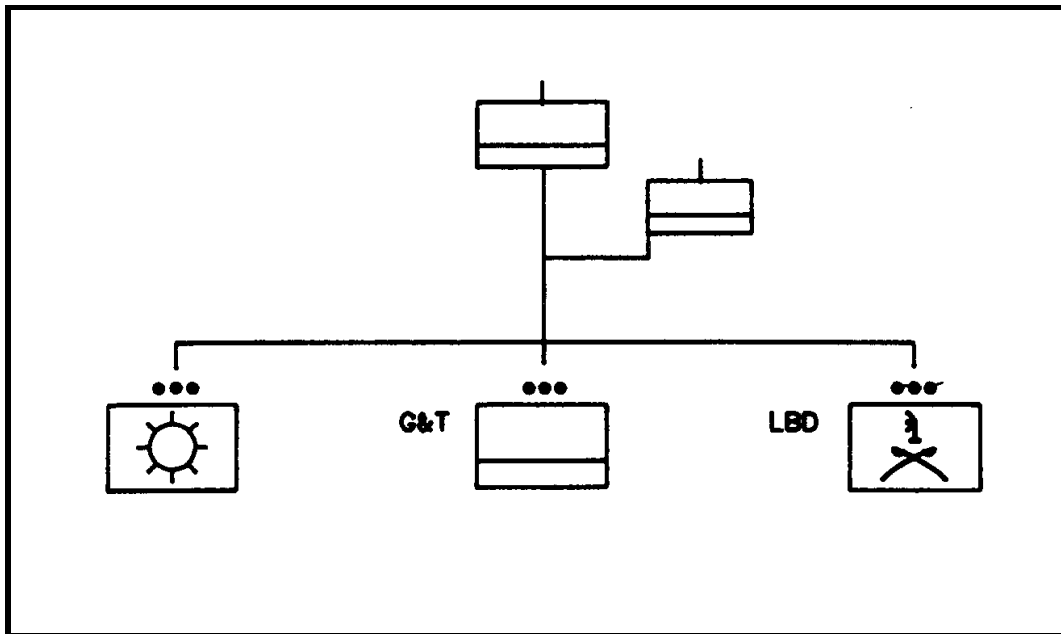


Figure 7-1 Supply Company Organization

HEADQUARTERS

5. Command and control of the supply company is exercised through the headquarters by the officer commanding. It consists of a command section, an operations centre, a company orderly room and a company stores section.

REPAIR PARTS PLATOON

6. The repair parts platoon consists of a headquarters, an accounting section, and a repair parts section. The platoon is responsible for the accounting, the procurement receipt, and warehousing of all first and second line repair parts (less aviation and crypto repair parts) required by the brigade group. The platoon holds 30 days of first line repair parts and that portion of 30 days which is not held by the maintenance company repair parts platoon.

GENERAL AND TECHNICAL STORES PLATOON

7. The general and technical stores platoon consists of a headquarters, an accounting section, and a general and technical stores section.

8. The general and technical stores platoon is responsible for the following:

- a. providing, accounting for, receiving, warehousing and issuing a limited range of fast moving general, and technical stores;
- b. consolidating bulk demands, receiving, bulk breaking, and issuing items received as a result of these demands;

- c. receiving and backloading repairable stores;
- d. salvaging material returned from units; and
- e. handling stores in transit consigned directly to units of the brigade group.

LAUNDRY, BATH AND DECONTAMINATION PLATOON

9. The laundry, bath and decontamination platoon consist of a headquarters, a bath section, a laundry section and a decontamination section. It provides laundry and bath services for the brigade group. It also provides decontamination services for the brigade group's personnel as well as a limited capability to decontaminate vehicles and equipments.

CONCLUSION

10. The primary task of the supply company is to support the brigade group replenishment system. The company operates in conjunction with the area of operations supply system to ensure the availability of supplies required for operations. Although not actually involved in the delivery of supplies, the company does have the responsibility to procure, account for, issue and receive stores for the brigade group. The supply company is involved in this process for all types of stores including the following:

- a. combat supplies;
- b. repair parts;
- c. amenities; and
- d. general and technical stores.

CHAPTER 8

MAINTENANCE COMPANY

GENERAL

1. The maintenance company provides the level two repair and recovery capability for the brigade group. It is normally deployed in both the forward area and in the BAA. In the forward area, it provides immediate maintenance support through the operation of a forward repair group (FRG) and in the BAA, the heavier repairs are carried out by the main repair group (MRG). Additionally, the maintenance company carries a stock of repair parts from the supply company repair parts platoon required to perform its maintenance function.
2. The maintenance company tasks include the following:
 - a. providing technical advice and direction on maintenance and associated matters affecting the reliability and availability of equipment;
 - b. maintaining equipment in a state of readiness for operations by means of technical inspections, servicing, defect investigation, modifications, and repair;
 - c. providing recovery services;
 - d. scaling repair parts in consultation with supply;
 - e. preparing orders, directives and procedures governing the maintenance of equipment;
 - f. manning and operating the brigade group equipment collecting point or points (ECP); and
 - g. manning and operating the brigade group backloading point (BLP) if higher formations so direct (the operation of a BLP is usually a higher formation responsibility).

FUNDAMENTALS

3. The maintenance system in the corps extends from the units, through the Bde Gp Svc Bn maintenance company at second line, to third line recovery workshop battalions which are part of the COSCOM. Fourth line support is provided by units at echelons above corps and at national level. Each line of maintenance provides support to lower lines.
4. Maintenance company operations are governed by the fundamentals of engineering and maintenance as detailed in B-GL-314-001/AF-001, Ordnance Engineering System. These fundamentals are foresight, flexibility, co-ordination, co-operation, stability, simplicity and protection. These fundamentals are applied to achieve the aim of keeping a fighting formation in

operations through maximizing equipment availability. In so doing the repair system provides the best compromise between operational requirements and technical requirements. The operation of the maintenance company is, therefore, governed by the following tenets:

- a. repair as far forward as possible to the maximum extent feasible;
- b. carry out certain repairs centrally;
- c. perform level two repairs and may perform higher levels of repair within the limits imposed by time, equipment, labour, and repair parts, under the control of the senior maintenance officer;
- d. provide first line services to any brigade group units not having organic maintenance services;
- e. provide recovery services in support of the above maintenance operations (recovery resources move forward to collect equipment casualties and convey them to the rear); and
- f. provide recovery services in support of brigade group operations.

ORGANIZATION

5. The maintenance company consists of a headquarters and two major sub-components:
 - a. a forward repair group (FRG); and
 - b. a main repair group (MRG).
6. The detailed organization of the maintenance company is shown at figure 8-1.

HEADQUARTERS

7. Command and control of the maintenance company is exercised by the officer commanding through the headquarters. The maintenance company headquarters consists of a command section, a maintenance control office, an orderly room, and a company stores section.
8. The maintenance control office is responsible for supervising the work flow in the company.

805. MAIN REPAIR GROUP

9. The main repair group (MRG) consists of a headquarters, vehicle repair platoon, a weapons and artisan repair platoon, a telecommunications and fire control systems repair platoon, a recovery platoon and a repair parts platoon.

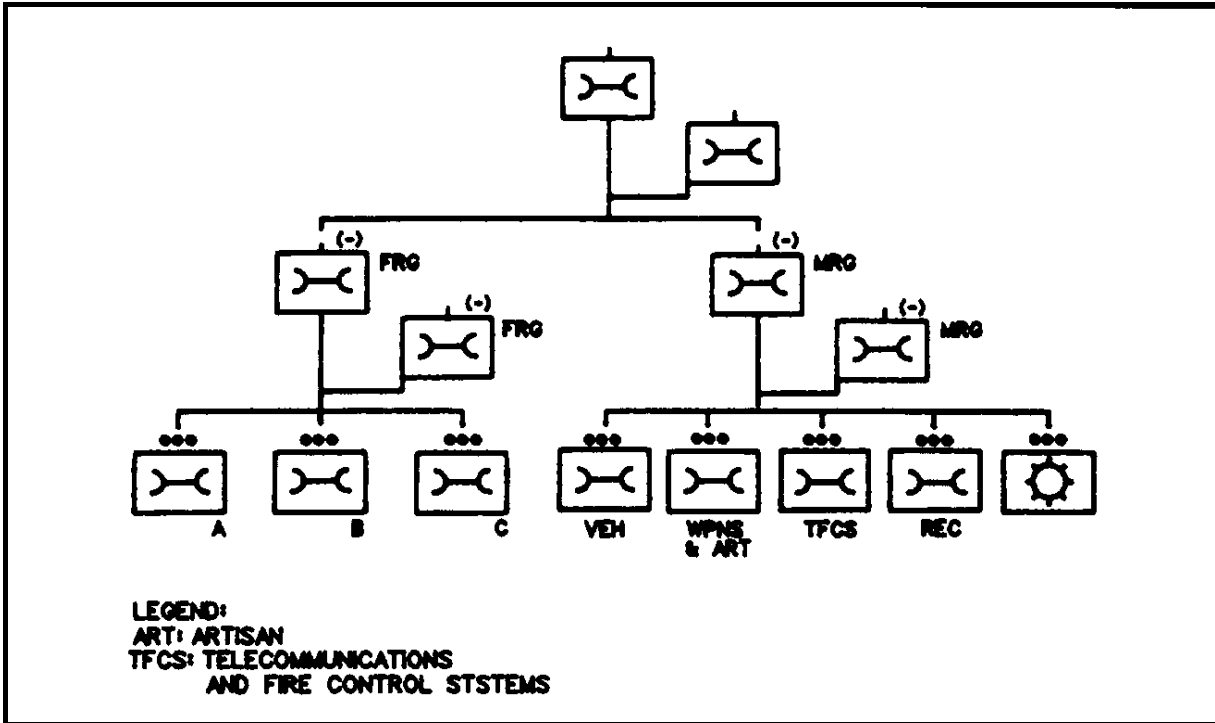


Figure 8-1 Maintenance Company Organization

10. The MRG performs level two repairs to all vehicles and equipment (except aviation maintenance and cryptographic equipment) which cannot be done in the forward area by mobile repair teams (MRT) from the forward repair group (FRG).

FORWARD REPAIR GROUP

11. The forward repair group (FRG) consists of a headquarters and three forward maintenance platoons. The composition of each of these platoons will vary slightly depending on which type of brigade group they are supporting. For example, in an Armd Cav Bde Gp the FRG will be able to execute heavier repairs than in a Corps Mech Inf Bde Gp which has a limited number of heavy tracked vehicles. The platoons are organized as follows:

- a. **A Platoon.** This platoon is responsible for repairs on heavy tracked vehicles which include tanks, self-propelled guns and engineer equipments;
- b. **B Platoon.** This platoon is responsible for repairs on light tracked vehicles which include armoured personnel carriers, infantry fighting vehicles, reconnaissance vehicles, and limited repairs on high priority wheeled vehicles such as ambulances and communications vehicles;
- c. **C Platoon.** This platoon is responsible for repairs on weapons systems, fire control systems and telecommunications equipment.

12. The FRG is normally located forward of the BAA as close as possible to the A echelons of the units it is supporting subject to the tactical situation. It carries out in situ level two repairs specializing in tracked vehicles, weapons systems and telecommunications equipments. The repair parts platoon usually detaches a section to the FRG to provide the repair parts immediately required by the MRTs forward.

CONCLUSION

13. **Repair.** Repair will continue to be completed forward where possible. Repair or further evacuation of vehicles and equipment which cannot be repaired by the unit in the forward area will come under the responsibility of the maintenance company.

14. The FRG performs forward repairs in support of brigade group units. It is not possible to repair all equipment casualties forward. This may be due to the tactical situation, the task being too time consuming, or special the requirement for tools. In such cases the equipment casualty is backloaded to the relative stability of the MRG location. If repairs cannot be accomplished there the equipment is further backloaded to a higher formation maintenance facility. When the equipment is sent to a higher formation maintenance facility for repair a replacement is issued to the unit. The original equipment enters the supply system when repaired.

15. **Recovery.** Second line recovery resources within the brigade group are centralized in the MRG of the maintenance company. This central control of recovery resources allows for a maximum economy of effort while retaining sufficient flexibility to accomplish the diversity of tasks assigned. The recovery resources of the maintenance company have the capability of moving equipment casualties to higher lines and levels of maintenance (backloading), between maintenance units (cross loading), or catering to special operations such as unit moves, battlefield clearance or obstacle stand-by duties.

16. Units have an organic recovery capability intended primarily for maintenance of mobility tasks. If equipment cannot be repaired forward, the unit normally recovers the vehicle casualty to an equipment collection point. Recovery of vehicles behind this point is a task of the maintenance company's recovery platoon. If the casualty requires repair beyond brigade group capability the maintenance company recovers it to a brigade group backloading point. From there, higher formation recovery resources backload the casualty to an appropriate higher formation maintenance facility.

CHAPTER 9

FIELD DENTAL PLATOON

GENERAL

1. The field dental platoon is an integral element of a Bde Gp Svc Bn. It is a brigade group resource with the mobility and adaptability necessary to permit control at brigade group level. The platoon is capable of providing dental support to the brigade group in all types of operations through its dental clinic sections. The clinics are capable of operating for prolonged periods while separated from the remainder of the platoon.
2. Since the field dental platoon has no integral combat service support elements, it receives administrative support from the administration company of the Bde Gp Svc Bn where it is collocated usually. Dental elements grouped with other units or elements must receive daily maintenance from those units or elements.

ORGANIZATION

3. The field dental platoon is commanded by a major and consists of a headquarters, four clinic sections, and a technical support section. The platoon headquarters is capable of forming a dental clinic as well as performing normal command and control functions.
4. The clinic sections are the basic treatment components of the platoon.
5. The technical support section provides laboratory, hygiene and dental equipment maintenance and repair services for the formation.
6. The organization of the field dental platoon is shown at figure 9-1.

FUNDAMENTALS

7. The fundamentals of dental support, which are described in B-GL-312-012/FT-001, Dental Services in Battle, are prevention, conformity, accessibility, control, adaptability and mobility.

CONCEPT

8. Dental resources within an area of operations include a field dental platoon for each brigade group, a field dental company for each division, a dental battalion for each corps and a dental support company for each ASG or CSG.
9. The platoon commander of the field dental platoon is the brigade group dental advisor and as such reports directly to the commanding officer of the Bde Gp Svc Bn on all matters pertaining to the provision of dental support to the brigade group.

10. The commanding officer of the corps dental battalion is the corps dental advisor. Additionally he exercises technical and professional control over the field dental companies and platoons of that corps.

11. The field dental platoon headquarters is usually located with the Bde Gp Svc Bn headquarters.

12. Clinic sections may be sited independently or in groups throughout the BAA or deployed further forward if necessary. In the latter case, first line administrative support is provided by the supported unit. Normally, one clinic section is located with or close to the brigade group medical station. The platoon headquarters, which also functions as a dental clinic, is usually sited close to the Log Ops Centre for communications purposes. Other clinics should be sited:

- a. close to areas of large troop concentrations; and
- b. where it is operationally practicable to perform dental treatment.

13. Dental casualties require one of three categories of treatment:

- a. combat related emergency treatment;
- b. non-combat related emergency dental treatment; or
- c. routine dental treatment.

14. In fulfilling its role the field dental platoon ensures a high standard of oral health. During combat, emergency treatment of maxillofacial wounds is provided in conjunction with the medical services. Other dental emergencies, including both traumatic injuries and dental disease, are treated on a continuing basis. Prior to and after combat routine dental treatment is undertaken to eliminate dental disease and restore optimum function.

15. Combat related emergency casualties are classified as medical patients and are evacuated using the medical casualty evacuation system. Those requiring maxillofacial treatment are evacuated to a field hospital where oral surgical teams provide the treatment, whereas, other combat related casualties are treated by clinic sections located on the medical casualty evacuation chain.

16. Casualties requiring non-combat related emergency or routine dental treatment are normally evacuated using unit or formation administrative vehicles. The field dental platoon arranges for the evacuation of all personnel who require dental treatment beyond the capability of the unit to the corps dental battalion. The medical casualty evacuation system may be employed on a space available basis in accordance with established medical priorities. Medical ambulances are not used to deliver dental patients to clinic sections that are not located with medical facilities.

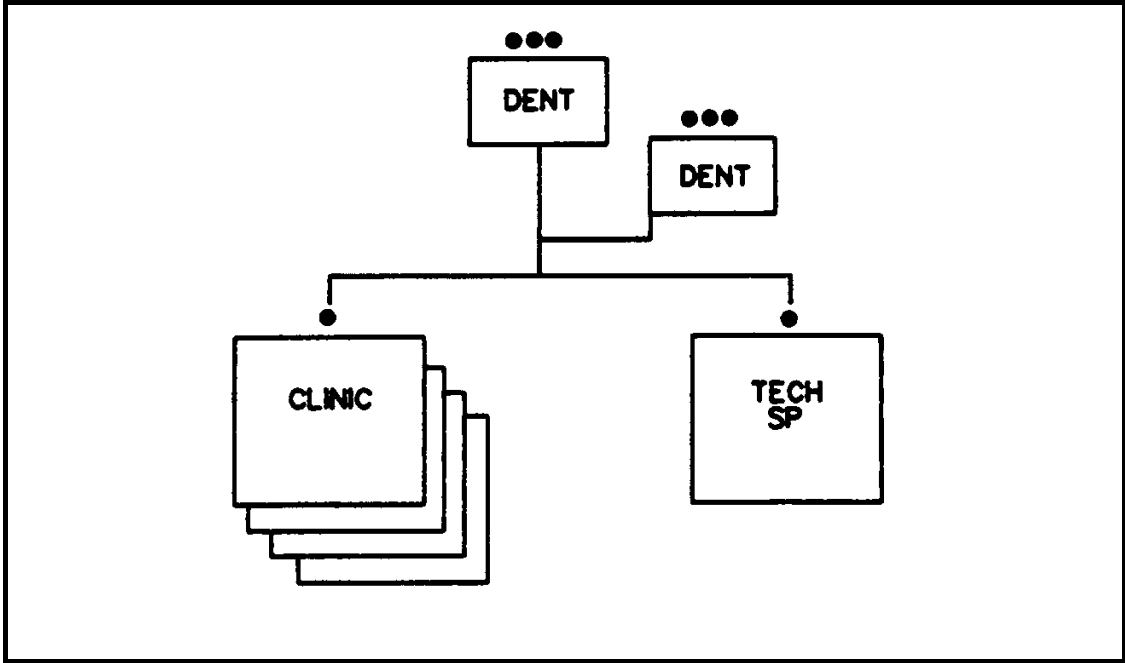


Figure 9-1 Field Dental Platoon Organization

CHAPTER 10

FINANCE PLATOON

GENERAL

1. The finance platoon is responsible for the provision of finance services in a brigade group. The finance platoon depends upon the administration company of the Bde Gp Svc Bn for its administration and is usually collocated.

ORGANIZATION

2. At the corps level, finance tasks are handled by the finance battalion of the COSCOM, at brigade group level by the finance platoon of the Bde Gp Svc Bn, and at unit level by the unit finance cell.

3. The finance platoon performs two roles:

- a. acting as the "unit" finance cell for those units/elements of the brigade group which are not so established; and
- b. providing technical guidance and support to unit finance cells.

4. In order to perform those roles, the finance platoon consists of the following elements:

- a. headquarters;
- b. public fund accounting section;
- c. non-public fund accounting section; and
- d. inspection section.

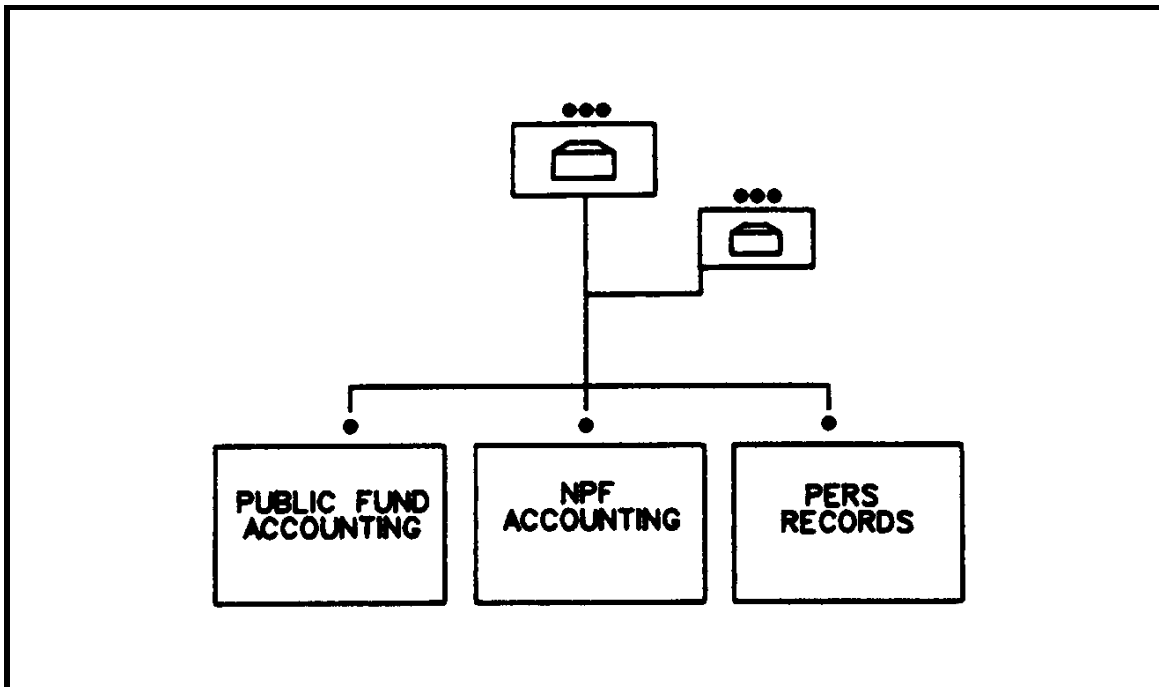


Figure 10-1 Finance Platoon Organization

5. Command and control of the finance platoon is exercised by the platoon commander through the headquarters. The headquarters is administered by and collocated with administration company.
6. **Public Fund Accounting Section.** The public fund accounting section is responsible for the following:
 - a. maintaining a Working Capital Fund Account and performing the role of field cashier for all units of the brigade group;
 - b. maintaining pay accounts and issuing pay and allowances for those units/elements of the brigade group not served by a unit finance cell;
 - c. providing currency exchange and claims services to all units/elements of the brigade group;
 - d. assuring positive control over the flow of financial documents;
 - e. processing invoices for expenditures incurred on behalf of the brigade group; and
 - f. auditing public funds within the brigade group.

7. **Non-Public Fund Accounting Section.** The non-public fund accounting section is responsible for the following:

- a. maintaining non-public fund books of accounts for all units not served by a unit finance cell;
- b. providing accounting services to a non-public fund "central warehouse" where established;
- c. providing timely and accurate financial statements to non-public fund institutes not served by a separate finance cell; and
- d. performing limited audit of non-public funds.

8. **Inspection Section.** The Inspection Section provides units with independent audits of unit operations, assuring them of adequacy of public and non-public financial matters.

CONCEPT

9. Finance activities are concentrated on the provision of pay and the handling of public and non-public funds. Audits and inspections of units usually consist of a review aimed at limiting the loss or conversion of funds through theft, fraud or other malfeasance.

10. Although ADP equipment is utilized, the system and procedures are designed to permit manual processing for relatively short periods of time. ADP systems, while designed to stand-alone at each level of support (ie, first line/second line) and to use distributed Processing, are compatible and interoperable at all levels of support. Data transmission may be by electronic means or physical delivery. Most often data transmission is by courier delivery of tapes, diskettes, etc.

11. There are three fundamentals of finance; they are accountability, services forward, and flexibility.

- a. Accountability is maintained by dividing responsibility between spending authority (normally vested in adjutants, supply officers, transportation officers, etc) and paying authority which is vested in the unit finance officer. This division of responsibility is the key element in sustaining finance operations in an environment of minimal controls. To maintain necessary audit controls, all currency and negotiable instruments are transmitted by hand from one account holder to another.
- b. Finance services are available as far forward as practicable. Paymasters go forward to troops. The finance platoon delivers currency forward to paymasters, closes accounts and receives currency and accountable documents in forward locations.

- c. The finance system is designed to provide detailed pay accounting and other personal financial services at the unit/individual level. Records in units are individually based and move with the individual. Only the minimum of records sufficient to meet the needs of the individual and his commander are maintained at unit level, normally three months. Permanent records are held at the national level only and the flow of information and documents bypasses levels of support not requiring it. The brigade group finance platoon maintains consolidated records on a unit basis, provides back up support and reinforces unit finance sections as required.

12. Financial orders and regulations included in QR&Os, CFAOs, and Canadian Forces publications are applicable in war unless otherwise stated in the order or regulation.

13. **Pay Records.** Individual pay records are maintained by unit finance personnel. Pay and allowances transactions are originated at unit level through unit administrative action and are transmitted by unit paymasters by the most direct means to the national command level. This is done to update the master pay record and to effect any transactions which must take place outside the area of operations such as pay allotment changes. Unit finance sections, on a periodic basis, reconcile individual pay records to information provided from the master pay record by the Canadian national command to ensure personal pay records are current and accurate. The brigade group finance platoon is not usually involved in the process of maintaining and/or transmitting individual pay documents and transactions except as consolidated cashier type transactions and for those units without an integral paymaster.

14. **Working Capital Fund, Revenue and Currency.** Currency, exchange and scrip policies affecting pay and finance are established by the national command level in consideration of local and/or national financial and economic conditions. Cash levels to be maintained for working capital fund and revenue transfers are set by Canadian national command or corps headquarters in recognition of pay and currency policies. All cash and negotiable instruments are transmitted from one account holder to another on individual personal receipt in order to maintain simple but auditable controls. Working capital fund holders are required to close the working capital fund ledgers monthly or as directed by corps or brigade group headquarters. Working capital fund procedures are established by the national command level. The working capital account, from which all working capital funds are provided, and the personnel archives are maintained at theatre level.

15. **Non-Public Fund Accounting.** Books of accounts are maintained at each unit by unit finance personnel. Funds generated by non-public fund sales are held by the unit finance section for deposit as necessary with the finance platoon. The Bde Gp Svc Bn finance platoon maintains books of accounts by unit and for the wholesale stock held by the Bde Gp Svc Bn Supply Company.

16. **Audits & Inspections.** It is the responsibility of commanders at all levels to ensure that public and non-public monies and resources are used efficiently and for the purposes intended. To assist commanders in execution of their financial responsibilities, financial audit and inspection of units are routinely conducted. The Bde Gp Svc Bn finance platoon is the lowest

level responsible for the conduct of audits and inspections. It also co-ordinates the conduct of any audits carried out by higher formation. Audits may also be conducted in conjunction with the criminal investigations of the military police or other enforcement agencies. All audit and inspection activity is co-ordinated and controlled by, or in conjunction with, brigade group headquarters G1 staff.

17. **Finance Management and Reports.** National command is the lowest level where the tasks normally associated with financial management such as estimates, budgets and expenditure reports are executed.

18. **Contract/invoice Payment and Pay of Civilians.** Contracts for materiel and services from non-military sources are usually implemented by the national command through host nation support arrangements. Corps organizations, especially COSCOM, are often involved in such contracting and processing for payment. In some circumstances the Bde Gp Svc Bn is required to enter into or administer contracts with non-military sources in which case processing and payment is a responsibility of the finance platoon. This may include the pay of civilian labour employed in the Bde Gp Svc Bn, Bde Gp Fd Amb or engineer unit.

CHAPTER 11

DEFENCE

GENERAL

1. To support the brigade group, Bde Gp Svc Bn personnel and equipment must be protected from enemy interference. Defence is a major criterion in the siting requirements for combat service support units. The Bde Gp Svc Bn is most capable of performing its primary mission when its movements and locations are secure from and protected against enemy attack. Commanders at all levels must ensure that personnel under command are familiar with the overall defence plan and understand their individual responsibilities in local protection.

THREAT

2. Enemy activity against the Bde Gp Svc Bn may take the form of air attacks, assaults by airborne or airmobile forces, attacks by mechanized forces that have penetrated or bypassed forward combat units, artillery and rocket attacks, and infiltration or guerrilla and partisan activity aimed at disrupting or destroying logistic support. Night operations must be expected and the use of tactical nuclear weapons and biological and chemical agents in rear areas is possible.

ESSENTIALS OF DEFENCE

3. Although the Bde Gp Svc Bn does not have sufficient resources to defend against an enemy attack in strength, it is capable of destroying minor infiltrations and assaults and protecting itself against air attacks and NBC activity by using both active and passive measures. These measures must at all times be adequate and commensurate with the local enemy threat. Manpower requirements for an adequate defence often conflict with the support tasks of the Bde Gp Svc Bn. However, a disorganized or inadequate defence is likely to produce serious problems and could cause the complete destruction of elements of Bde Gp Svc Bn resources by a small but determined enemy force. Attacks by larger enemy forces cannot be effectively beaten off and should thus be avoided by moving threatened sub-units or elements if possible.

4. To achieve the greatest measure of protection within the Bde Gp Svc Bn it is essential that:

- a. all personnel are skilled in the use of their personal and crew-served weapons;
- b. personnel are trained to act collectively in defensive actions and any resulting counter-attack;
- c. Bde Gp Svc Bn sub-unit and element defensive plans detail the appropriate action to be taken on alarms, and all ranks are aware of the action required;
- d. commanders at all levels emphasize effective camouflage and concealment, movement, track and light discipline, and proper sentry and warning drills; and

- e. defence plans are co-ordinated within administration areas although direct mutual support may often be impossible.
5. Positive defensive measures which must be taken to defeat enemy activity in or near Bde Gp Svc Bn locations include:
- a. the establishment of a warning system against air, ground and NBC attack throughout all Bde Gp Svc Bn locations;
 - b. before occupation a detailed sweep and reconnaissance of sub-unit locations to identify possible enemy drop zones, landing zones or hiding places;
 - c. the deployment, where necessary, of standing patrols and road blocks or sentries to cover areas identified in subparagraph b above; and
 - d. the preparation of contingency plans to be followed in the event of observation or attack by the enemy.

DEFENCE PLANNING FACTORS

6. Factors which must be considered in organizing the defence of the Bde Gp Svc Bn are:
- a. concealment and camouflage;
 - b. dispersion;
 - c. provision of an alternate site;
 - d. passage of information;
 - e. relative disposition of friendly forces; and
 - f. active defence.
7. **Concealment.** Concealment and camouflage afford the best protection against hostile aircraft. The Bde Gp Svc Bn is equipped with only a limited number of light anti-aircraft weapons. Passive air defence relies primarily on concealment, so firing at aircraft should be restricted. Rigid enforcement of movement and track discipline is required.
8. Concealment and camouflage are equally important as protection against observation by enemy ground forces. Maximum use must be made of natural cover to blend into the local area. Track discipline must be rigidly enforced and existing tracks used where possible. Where no tracks exist movement should follow the edges of built-up areas or woods and only a single track used. Advance parties must establish a definite track plan in locations and the plan must be known by all ranks.

9. Another aspect of concealment which must be considered in the Bde Gp Svc Bn is noise discipline. The banging of hammers and other tools in a maintenance area, the clash of gasoline cans being loaded on trucks in a transport area and other such activities can carry long distances, particularly at night, and negate all other concealment and camouflage measures.

10. **Dispersion.** Dispersion within the Bde Gp Svc Bn and the BAA is dictated by terrain, available cover, the need for suitable working areas and the requirement to provide mutual protection among sub-units and elements whenever possible. Dispersion avoids presenting a worthwhile target for air attack even if vehicles are standing in the open and help to minimize the loss of all stocks of a specific type and supply in the event of an attack. This may be preferable to concealment where the means of concealment is limited. Speculative fire may be brought down on an isolated wood without definite knowledge of what it conceals. Dispersion increases the difficulty of control, communications, administration and defence from ground attack, but the disadvantages can only be considered against the advantages in each situation and an acceptable balance attained.

11. **Alternate Site.** When there is a possibility of attack by ground forces an alternate sub-unit location may be required. It is therefore necessary to select suitable sites and conduct preliminary reconnaissance, as any move may come suddenly with little advance warning. The site and routes to be followed must be known by all ranks. Vehicles in location must be parked to enable them to evacuate the area as quickly as possible and drivers must be briefed on the action to be taken in the event a hasty move is ordered. Normally, a major penetration would require a move.

12. **Passage of Information.** The earliest possible information is essential to a commander to allow him to put his plan into action. Information can be obtained from observation and listening posts, sentries, patrols and liaison with other units in the vicinity. Also Bde Gp Svc Bn elements returning to location must be debriefed for any valuable new information. The methods adopted vary with the nature of the country, proximity of the enemy, communications means available and general situation.

13. Further information concerning the local enemy threat is received periodically from brigade group headquarters and disseminated as quickly as possible to all BAA units. Also all BAA units must send contact reports to Bde Gp Svc Bn Log Ops Centre to report all real or suspected enemy activity so that defensive measures can be adjusted accordingly.

14. **Active Defence.** In the case of a ground attack the usual aim is to defend the area until outside assistance can be obtained or to protect, with fire, the movement of vehicles and equipment to an alternate location. In each sub-unit a central defensive pool or fighting group should be constituted and held ready to move to the area of an attack. If a major attack is expected, it may be necessary to restrict normal activities of personnel to form a central fighting group.

15. The defence plan for the BAA units and for sub-unit areas should include:

- a. a reconnaissance and estimate by the commander;
- b. alarm systems;
- c. action by personnel not committed as sentries, on patrol or in fighting groups when the alarm is given;
- d. composition of fighting groups;
- e. number and nature of patrols and sentries required; and
- f. speedy countermeasures to restore the local situation if within unit capability.

DEFENCE IN LOCATION

16. **Local Defence Measures.** All units in the BAA develop their own local defence plans. These plans vary depending on the role, manpower and siting requirements of the particular unit.

17. Defensive perimeters must be established so that minor enemy penetrations can be engaged and defeated early, from any direction. Maximum use is made of natural defensive ground cover and cleared fields of fire. New locations are to be subjected to a thorough sweep of the area by reconnaissance and advance parties.

18. Fire positions must be established on the defensive perimeter, emphasizing defence of the most likely enemy approaches. These positions are occupied immediately the alarm is given or during stand-to. It is essential, therefore, that each man know his position in an emergency.

19. All vehicles and equipment should be positioned inside the defensive perimeter and beyond grenade throwing range where possible. They must be camouflaged, as a minimum, during daylight and immediately before ground folds or dug in to reduce noise.

20. Listening posts, roving patrols and sentries are employed to give early warning of attack. They must be equipped with adequate communications. To reduce manpower requirements maximum use should be made of wire, trip flares and other improvised warning devices.

21. Stand-to is held by sub-units to practise alert procedures. During these periods personnel man individual fire positions or assemble with the fighting group. All generators and other power equipment must be shut down and absolute silence achieved.

22. Personnel who are not assigned to defensive positions are organized into fighting groups under an officer or senior noncommissioned officer. In the event of an alarm they report immediately to a pre-designated location and await further orders. The fighting group commander, on order, can employ his group as a counter-attack force against the most seriously threatened area.

23. Care must be exercised in the use of field signs indicating unit and sub-unit locations.

While these signs provide unit drivers with direction they provide the same information for enemy infiltrators.

24. **Degrees of Protection.** Although time available, manpower, workload and enemy interference may impose limitations on the extent of defensive measures, unit resources must be protected.

25. Orders for a move should include priority of work on defences in the new area. Defensive measures must begin immediately on occupation of a new area. A typical priority list of defensive preparations is:

- a. post sentries and carry out hasty camouflage, detail the preliminary defence plan;
- b. dig individual shell scrapes, improve camouflage and finalize the defence plan;
- c. dig slit trenches covering the most likely approaches and complete camouflage;
- d. dig slit trenches and weapons pits covering all other likely enemy approaches; and
- e. dig individual or group shelters with overhead protection adjacent to work areas.

26. **Warning Signals.** A system of warning signals, standardized throughout the Bde Gp Svc Bn, must exist for the following:

- a. ground attack;
- b. air attack;
- c. NBC attack; and
- d. all clear.

27. **Protection Against Air Attack.** Any aircraft should be considered hostile until identified otherwise. Enemy air attack may be fast flying attack aircraft, slow flying fixed wing or rotary wing, or transport or reconnaissance aircraft. Sightings of enemy aircraft must be reported as contact reports. Protective measures should include:

- a. **Passive Air Defence:**
 - (1) concealment, camouflage and track and light discipline;
 - (2) alarm systems;
 - (3) dispersion;
 - (4) cover; and

- (5) restricted daylight movement.
- b. **Active Air Defence.** Enemy aircraft should be engaged in accordance with local instructions; however, enemy aircraft attacking a location or enemy airborne troops will always be engaged with all available fire.

DEFENCE ON THE MOVE

28. **Ground Defence on the Move.** B-OL-318-010/FT-001, Military Training, Volume 10, Ambush and Counter-Ambush, describes counter-ambush drills for vehicle convoys.

29. Personnel and vehicles are extremely vulnerable to ground attack while on the move. The enemy always has surprise, concealment and choice of site in his favour when planning ambushes. The best countermeasure is a well planned and flexible drill that all personnel are familiar with, and which can be rapidly executed.

30. Before a move, all personnel must be thoroughly briefed on the action to be taken in the event of attack. Signals to be used should be carefully explained. Likely ambush points should be indicated from the map. All ranks must be warned to be especially observant during the move. Weapons should be loaded and windows should be down.

31. Constant accurate map reading of the route is essential during a move. The enemy may attempt to lure vehicles into an ambush by changing route signs at critical points.

32. Action on Attack

- a. Occasionally elements, serials or columns may be fired upon by isolated small groups or snipers. The general policy should be to keep moving and return fire where possible.
- b. If the route has been blocked and further movement is impossible, elements will take advantage of any available cover, dismount and engage the enemy if withdrawal is not possible.
- c. The first vehicle driver observing the enemy must immediately sound a continuous long horn blast. This signal will be taken up by all vehicles until the full column has been alerted.
- d. Vehicles beyond the danger area will keep moving.
- e. Vehicles within the danger area will attempt to drive through but if unable to proceed or reverse, personnel will dismount and return fire.
- f. Vehicles approaching the danger area will halt and use available cover. If possible, personnel will organize offensive counter-attack measures against the

enemy. Maximum use should be made of radio to co-ordinate offensive action once a contact report has been sent.

33. **Air Defence on the Move.** One of the aims of the enemy is the disruption of service support activities by attack from the air. The severity of such air attack depends on the degree of air superiority held by the enemy. When this threat is likely, specific orders are issued limiting movement in daylight, use of lights, densities, etc. With the range of surveillance devices available on current enemy aircraft, the same precautions must be taken for night moves as for day moves.

34. The aim of defensive measures against air attack on the move must be to present the minimum number of concentrated vehicles for defeat by enemy aircraft. The best defence against air attack on the move is the maintenance of good road discipline with special attention to:

- a. maintenance of correct vehicle, element, serial and column intervals;
- b. intelligent application on driving to avoid closing up on hills or other route restrictions;
- c. concealment during halts;
- d. use of previously designated harbours; and
- e. appointing an air sentry in each element.

35. Before the move the commander must brief all ranks on the route and recommend the action to be taken in the event of air attack at various points along the route. Once mobile, the protective measures to be taken have to be decided by the individual vehicle driver.

36. **Action in the Event of Attack**

- a. In the event of air attack, ground and local enemy activity will dictate whether vehicles should:
 - (1) keep moving along the route,
 - (2) diverge and halt at the greatest number of individual points using feeder roads on the route, or
 - (3) drive-off alternately to the sides of the route in element groups;
- b. Each driver must take the protective measures he considers best in attempting to prevent the destruction of his vehicle.

DENIAL OF EQUIPMENT

37. It is the responsibility of everyone to deny the enemy that materiel which is likely to be of benefit to him. In the normal course of events, this materiel (vehicles, stores, and equipment) is moved by the unit to a safe area. Should time or enemy action preclude this removal, then the materiel must be destroyed.

38. **Destruction Priorities.** Destruction priorities are detailed by the brigade group headquarters staff. An example of a possible list of materiel, in order of priority, which should be destroyed to preclude its falling into enemy hands is as follows:

- a. Communications equipment in the following order
 - (1) cryptographic equipment,
 - (2) radios, and
 - (3) radar and other electronic equipment;
- b. Vehicles in the following order
 - (1) vehicles containing complete weapons systems or ammunition which can be used directly by the enemy,
 - (2) POL vehicles,
 - (3) vehicles containing ammunition not included in (1) above,
 - (4) parts vehicles, and
 - (5) all others;

- c. Stores and equipment in the following order
 - (1) complete weapons systems or ammunition which can be used directly by the enemy,
 - (2) other weapons,
 - (3) fuel,
 - (4) ammunition not included in (1) above,
 - (5) parts,
 - (6) defence stores,
 - (7) CFFET items, and
 - (8) rations.

39. **Methods of Destruction.** Destruction is most easily effected by removal or destruction of one or more difficult to replace components. To be effective such removal or destruction must be the same for all identical equipment. Accordingly, the following methods should be used:

- a. Radios and instruments
 - (1) smash, and
 - (2) break all tubes and antennae;
- b. Vehicles
 - (1) smash cylinder blocks,
 - (2) smash carburetors and distributors,
 - (3) drain all lubricants, and
 - (4) smash all batteries;
- c. Ammunition, fuel
 - (1) burn, and
 - (2) destroy by explosives;

- d. Parts/defence stores/CFFET items (including weapons) (1) smash, and
 - (2) destroy by explosives; and
- e. Rations
 - (1) contaminate, and
 - (2) burn.

40. To assist in destruction, each sub-unit should set aside from its basic load a quantity of explosives and detonating equipment. These stores are earmarked for denial of equipment tasks.

41. Sub-units must maintain detailed destruction plans including the composition and strengths of rear parties allotted to denial tasks.

INTELLIGENCE

42. **Intelligence Requirements.** All information from which intelligence data affecting operations can be gleaned must be passed to brigade group headquarters by the fastest means. All sub-units should pass such information to the Bde Gp Svc Bn Log Ops Centre as soon as possible. Examples of the type of information which can yield valuable intelligence are:

- a. Immediate tactical and operational intelligence
 - (1) initial hostile action or contact with enemy troops including time, location, identification, strength and composition,
 - (2) prisoners of war (including date, time and place of capture),
 - (3) new enemy identifications,
 - (4) identification of new equipment,
 - (5) information concerning enemy tactical reserves,
 - (6) significant enemy movements and position changes in the battle area, and
 - (7) employment of enemy airborne/helicopter forces;
- b. Long term intelligence
 - (1) detailed ORBAT of units,
 - (2) enemy tactics,

- (3) logistic and transportation systems, and
- (4) technical intelligence.

43. Brigade group headquarters detail the format and procedures to be followed for intelligence reports. When intelligence data is received by the Bde Gp Svc Bn Log Ops Centre all necessary extracts are passed to subordinate headquarters by means commensurate with the priority and security classification of the information.

REAR AREA SECURITY AND DAMAGE CONTROL

44. In addition to self-defence of his formation the Bde Gp Svc Bn commanding officer is responsible for rear area security (RAS) and rear area damage control (RADC) for the whole of the brigade group rear area. Within the Bde Gp Svc Bn, the Log Ops Centre exercises control over both activities, although they are two separate and distinct activities.

45. The successful outcome of conducting rear area security and damage control is largely contingent upon early warning. Generally the earlier the threat is perceived, the easier it is to counter. Information on an enemy threat may come from the Log Ops Centre, air force and air defence units, any rear area unit, elements of the rear area security and damage control task force, or from local civilian agencies.

46. Following the receipt of early warning, a typical sequence of events might include:
- a. immediate notification of the threat to the Bde Gp Svc Bn Log Ops Centre with onward transmission to formation headquarters, higher administrative command and adjacent rear areas based on the significance of the threat;
 - b. early confirmation by the element in contact as to the size, nature and intentions of the enemy threat;
 - c. dissemination of warning to likely targets and implementation of increased readiness by self-defence forces;
 - d. maintenance of contact by the reporting element and local efforts made to fix the enemy;
 - e. assignment of forces by the rear area security and damage control task force commander to fix the enemy and destroy him - this to be achieved without compromising the overall mission; and
 - f. conduct of normal tactical action by the detailed forces to destroy the enemy.

47. The Bde Gp Svc Bn Log Ops Centre is kept informed of all significant developments. It continues to monitor the situation and advise concerned agencies. Operations in support of rear area security and damage control may affect the civilian population, military police activities, communications, re-supply convoys, units in transit, etc.

48. A number of rear area security and damage control tasks may occur simultaneously. It is therefore important that forces be employed judiciously. Reserves should be reconstituted. Rear area security and damage control task force commanders requiring additional resources should state their requirements as early as possible.

REAR AREA SECURITY

49. This consists of those measures taken to minimize the effects of an enemy attack. It may be conducted prior to, during and after enemy action. Air defence, although not under command of the Bde Gp Svc Bn commanding officer, is a vital component.

50. The concept for rear area security is based on the following considerations.

- a. Rear area threats cannot be ignored, they must be countered. As a minimum, operations in support of rear area security must keep the enemy off balance and preclude him from achieving his mission.
- b. Rear area security activities make maximum use of host nation military and para-military forces.
- c. All units and sub-units located in, or transiting the brigade group rear area are responsible to the Bde Gp Bn commanding officer for rear area security regardless of parent command.
- d. The Bde Gp Svc Bn Log Ops Centre controls and coordinates rear area security on behalf of the Bde Gp Svc Bn commanding officer.
- e. Bde Gp Svc Bn sub-units and elements are responsible for self-defence although they may be required to provide quick reaction forces to deal with low level threats outside their areas. Major rear area security tasks must be handled by combat forces.
- f. A task force is assembled for each particular task. The size and nature of the task force varies depending on the specific task.
- g. On occasion, operations in support of rear area security may be too large for a security force to adequately deal with it. In such instances the brigade group commander may group additional forces under the Bde Gp Svc Bn commanding officer or, if the situation is serious enough, he may incorporate it into the main battle.

- h. The brigade group commander estimates the threat to rear area security and groups forces accordingly. The commanding officer of the Bde Gp Svc Bn, in turn, prepares his plan in conjunction with any grouped combat forces based on the brigade group orders. Operations are controlled through the Bde Gp Svc Bn Log Ops Centre.

DETAILED PLANNING OF REAR AREA SECURITY

51. **Responsibilities of Brigade Group Commander.** The brigade group commander assesses the threat to the brigade group rear area and prepares rear area security and rear area damage control plans accordingly. These plans follow the format of an operation order and are issued as annexes to the formation operation order.

52. In grouping forces for rear area security the division commander considers the threat, his concept of operations, and the extent and nature of essential security tasks. Troops for rear area security may be drawn from the following sources:

- a. combat units of the brigade group, particularly the reconnaissance squadron;
- b. units and elements provided by higher formations;
- c. higher formation units and elements in location or in transit;
- d. combat support and combat service support units and elements in location, particularly replacement holding units and military police elements; and
- e. indigenous paramilitary forces, subject to legal status.

53. **Responsibilities of the Bde Gp Svc Bn Commanding Officer.** The Bde Gp Svc Bn commanding officer is responsible for the entire brigade group rear area. Although much of the detailed planning is done by the Bde Gp Svc Bn Log Ops Centre in conjunction with grouped security forces, the Bde Gp Svc Bn commanding officer should:

- a. provide a concept of operations;
- b. sub-divide the rear area;
- c. state vital and major tasks;
- d. group forces;
- e. issue co-ordinating instructions;
- f. advise command and control arrangements; and
- g. specify unique service support details.

54. **Responsibilities of Rear Area Security Task Force Commanders.** Task force commanders are responsible for the implementation of the rear area security plan. They reconnoitre assigned areas to determine the vital ground and key terrain to be defended, location of installations, likely enemy drop zones and landing areas, and assembly areas. Based on intelligence and other information, commanders develop their plans.

55. Major components of the plan include:

- a. surveillance of the entire rear area;
 - b. counter-attack of airborne or airmobile forces;
 - c. counter-guerrilla activities;
 - d. control of the civilian population in conjunction with CIMIC authorities;
 - e. protection of critical rear installations and lines of communication;
 - f. details of alert and warning systems; and
9. contingency plans for all likely tasks, including:
- (1) relief and rescue of attacked installations and units;
 - (2) patrolling of routes and protection of convoys;
 - (3) surveillance of possible assembly areas for guerrillas or infiltrators;
 - (4) defence of drop and landing zones; and
 - (5) responsibility for finding, fixing and destroying enemy forces operating in the rear area.

56. Plans should make the maximum use of helicopters and other aircraft to maintain air patrols between observation posts, road blocks and defensive positions, and to airlift elements of the reserve to engage enemy forces or to reinforce units in contact. Plans must provide for rapid reaction in all likely contingencies.

57. Rear area security task force commanders must co-ordinate with:

- a. **Units and Elements in Location.** While units and elements are responsible for their own local security, task force commanders must co-ordinate with them and assist them in defence planning. Liaison must be maintained to advise these units and elements of the situation and to obtain information concerning enemy activity in their area.

- b. **Intelligence and CIMIC Agencies.** These agencies provide valuable intelligence on enemy capabilities and intentions. CIMIC agencies advise on the status and capabilities of host nation forces and resources.
- c. **Air Force and Air Defence Units.** These units are a vital source of early warning information on enemy air and airmobile operations.

58. The rear area security task force commander must establish a responsive early warning system which incorporates primary and alternate means of communication. All rear area units, elements and installations must be integrated into the communication network. Reporting procedures should be established which provide for communications checks at frequent intervals employing both primary and alternate means. Provision should be made to contact those stations which do not report at the prescribed time. This can be done by stand-by air or land elements.

59. The rear area security task force commander may establish a series of defensive positions. If the area is too large for this method, sub-units may be assigned surveillance sectors which they cover with observation posts and mobile patrols, while a large, highly mobile reserve is maintained centrally for deployment to any part of the rear area. Observation posts are used to maintain observation over routes, installations, and drop and landing zones. If the area is very large, it may be necessary to divide the reserve into groups and locate them at key points. The rear area security force commander, however, must retain control of all reserves so that he may employ them separately or in mass.

60. A unit or element escorting convoys through threatened areas usually employs its main strength in the forward part of the formation, while maintaining a sizeable reserve to deal with problems if the forward element is committed. The escort force makes provision for all-around security. Air patrolling of routes allows for a more rapid movement of convoys.

61. Rear area security plans must provide for the prompt integration of units and elements in transit or lodger units. Communications and liaison arrangements are major concerns.

REAR AREA DAMAGE CONTROL

62. **Rear Area Damage Control.** This consists of those measures taken to minimize damage due to hostile action or natural and man-made disasters. It attempts to preclude damage and aid in the continuation or restoration of operations. Within the brigade group area emphasis is placed on rear area security since there are few installations and facilities. Hence rear area damage control is, for the most part, directed at maintaining the serviceability of routes in the rear area.

63. The concept for rear area damage control is based on the following considerations:

- a. Damage control activities make maximum use of host nation military and paramilitary forces.

- b. The Bde Gp Svc Bn Log Ops Centre controls and co-ordinates rear area damage control.
- c. Rear area damage control activities are conducted by technical personnel once the Bde Gp Svc Bn Log Ops Centre has identified and reported the work to be carried out. The brigade group headquarters assigns priorities and available forces to rear area damage control tasks.
- d. A task force is assembled for each particular task. The size and nature of the task force varies depending on the specific task.

DETAILED PLANNING OF REAR AREA DAMAGE CONTROL

64. **General.** Rear area damage control is not a major consideration in the brigade group rear area as facilities and installations in this area are normally limited to routes. However, it is possible that some facilities and installations such as electric generating stations, civilian communications facilities or rail terminals may be located within the brigade group rear area. Although the Bde Gp Svc Bn does not have the technical expertise or manpower to undertake damage control activities, it is responsible to control and co-ordinate damage control in the brigade group rear area.

65. Rear area damage control measures provide for, but are not necessarily limited to, the following:

- a. **Prior to an Attack**
 - (1) detailing clear lines of authority and responsibility down to the lowest level;
 - (2) providing communications and a warning system for the reporting of nuclear detonations, radio-active fallout, and biological and chemical attacks;
 - (3) ensuring proper dispersion within and between installations;
 - (4) preparing plans and procedures, to include:
 - (a) reporting of information required for post-strike analysis,
 - (b) emergency provision of water for all purposes including decontamination,
 - (c) redeployment of units and installations from contaminated areas,
 - (d) provision of food and clothing on a temporary basis, and

- (e) provision of alternate logistic and medical arrangements;
- (5) organizing, equipping and training personnel in rear area damage control activities;
- (6) ensuring best use of cover and concealment;
- (7) allocating, organizing and utilizing fully transportation nets and equipment including alternate plans; and
- (8) establishing deception measures.

b. During and After an Attack

- (1) rapidly assessing the damage and its immediate effect on operations;
- (2) restoring work at damaged, high priority installations;
- (3) controlling personnel and traffic, in co-ordination with the local civilian authorities, or, by the military alone, when such control is essential for the continued conduct of operations and the civilian police are inoperative;
- (4) conducting route reconnaissance and clearance;
- (5) preventing and fighting fires;
- (6) administering first aid as well as casualty evacuation and treatment;
- (7) warning and protecting against chemical, biological and radiological hazards;
- (8) supplying emergency food, clothing and water;
- (9) reconnoitering and disposing of explosive ordnance;
- (10) initiating salvage operations; and
- (11) decontaminating vital areas contaminated with radio-active material or chemical or biological agents.

SPECIAL TASKS

66. **Protecting Lines of Communication.** The techniques of guarding lines of communication vary with the terrain, road and rail net, length of the lines of communication and the type of enemy activity expected. The following techniques form the basis of plans to secure lines of communication.

- a. If lines of communication are short, subordinate units and elements of the rear area security task force may be assigned areas of responsibility. Small security forces are placed on key terrain overlooking likely enemy approaches along the route. A commander maintains a centrally located and highly mobile reserve to counter enemy threats that may develop.
- b. If the lines of communication are long and must be guarded over a great distance, both flanks of the route are covered by a series of OPs to warn of enemy approach. The remainder of the rear area security force may be employed to patrol the line of communication and escort vehicles moving through the area or it may be positioned as small reserves at locations along the line of communication. A security force commander must control reserves so that he can employ them singly or in mass. Contingency plans must be prepared to commit the reserve in likely areas of enemy activity. Helicopters may be employed to increase the mobility of dismounted elements of the reserve or to provide early warning.

67. **Protecting an Installation.** An installation in the rear area may be of such importance as to warrant protection beyond the capability of the local commander operating the installation. In this case, additional forces should be attached to the local commander. As an alternative, the commander of the rear area security forces may be given the defence responsibility.

68. **Security Against Airborne Attack, Airmobile Attack, and Guerrilla Operations.** When protecting a rear area against airborne, airmobile or guerrilla operations, a commander should establish OPs to view likely drop zones and landing areas. Patrols should operate throughout the area and reserves should be retained in central locations. When the size of the area and the lack of troops preclude holding a reserve, security forces in proximity to, but not engaged with, the enemy may be used as reinforcements.

69. The key to success against airborne or airmobile forces is rapid deployment and placement of maximum fire on the enemy forces during the early phases of the landing and consolidation. Action against forces conducting guerrilla operations includes defensive actions to prevent or minimize their effectiveness and offensive actions to destroy them. These forces must be detected, put under fire and attacked as quickly as possible.