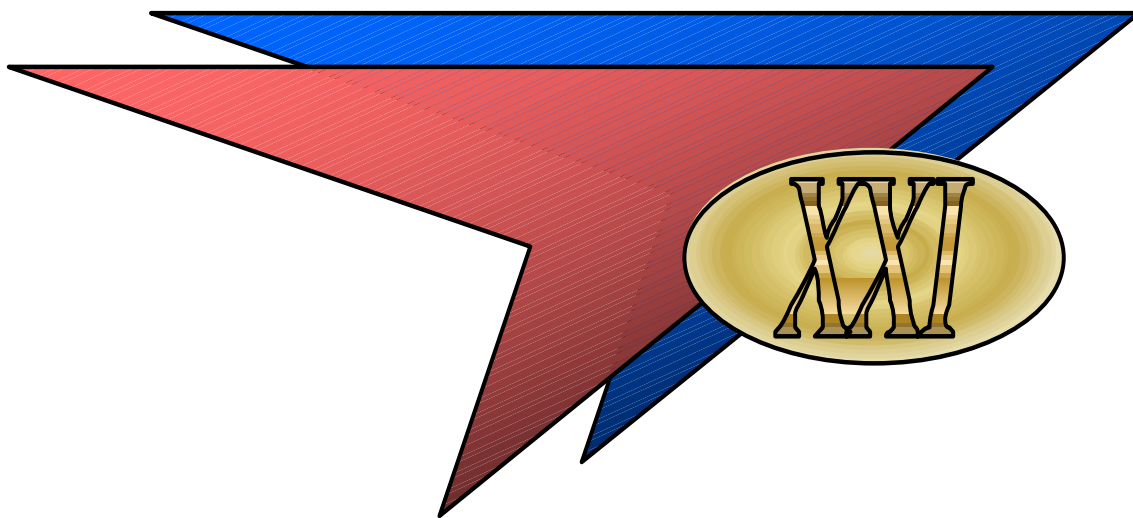


MISSION TRAINING PLAN
HEADQUARTERS,
DIVISION SUPPORT COMMAND
(DISCOM)
DIGITIZED DIVISION

FORCE



OCTOBER 2002

ARMY TRAINING AND
EVALUATION PROGRAM
63-02F-MTP

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 1 October 2002

**MISSION TRAINING PLAN
HEADQUARTERS
DIVISION SUPPORT COMMAND,
DIGITIZED DIVISION**

TABLE OF CONTENTS

	PAGE
Preface.....	iii
Chapter 1. Unit Training.....	1-1
1-1 GENERAL.....	1-1
1-2 SUPPORTING MATERIAL.....	1-1
1-3 CONTENTS.....	1-1
1-4 MISSIONS.....	1-2
1-5 PRINCIPLES OF TRAINING.....	1-3
1-6 TRAINING STRATEGY.....	1-3
1-7 CONDUCTING TRAINING.....	1-3
1-8 FORCE PROTECTION (RISK MANAGEMENT and SAFETY).....	1-4
1-9 ENVIRONMENTAL PROTECTION.....	1-10
1-10 EVALUATION.....	1-11
1-11 FEEDBACK.....	1-11
Chapter 2. Training Matrix.....	2-1
2-1 GENERAL.....	2-1
2-2 TRAINING MATRIX: MISSION TO COLLECTIVE TASKS.....	2-1
Chapter 3. Training Plans.....	3-1
3-1 GENERAL.....	3-1
3-2 LONG-RANGE PLANNING.....	3-1
3-3 SHORT-RANGE PLANNING.....	3-4
3-4 NEAR-TERM PLANNING.....	3-5
3-5 TRAINING THE DISCOM HEADQUARTERS.....	3-5
3-6 DEVELOPMENT OF TRAINING EXERCISES.....	3-6
3-7 MISSION OUTLINE.....	3-7
Chapter 4. Training Exercises.....	4-1
4-1 GENERAL.....	4-1
4-2 FIELD TRAINING EXERCISE.....	4-1
4-3 SITUATIONAL TRAINING EXERCISE.....	4-1
4-4 SAFETY.....	4-1
4-5 VISUALIZATION.....	4-2

DISTRIBUTION RESTRICTION: Approved for public release; distribution is unlimited.

This publication supersedes ARTEP 63-02F-MTP, dated 30 November 1999.

Chapter 5.	Training and Evaluation Outlines	5-1
	5-1 INTRODUCTION	5-1
	5-2 STRUCTURE	5-1
	5-3 FORMAT	5-1
	5-4 USE	5-2
Chapter 6.	External Evaluations	6-1
	6-1 INTRODUCTION	6-1
	6-2 PREPARING THE EVALUATION.....	6-1
	6-3 SELECTING THE OBSERVER CONTROLLERS	6-7
	6-4 TRAINING THE OBSERVER CONTROLLERS	6-7
	6-5 SELECTING AND TRAINING THE OPFOR	6-8
	6-6 CONDUCTING THE EVALUATION	6-8
	6-7 RECORDING EXTERNAL EVALUATION INFORMATION	6-10
	6-8 CONDUCTING THE AFTER ACTION REVIEW	6-14
Appendix A - Army Battle Command System		A-1
Appendix B - Army Universal Task List.....		B-1
Appendix C - Geneva Convention		C-1
Appendix D - Combined Arms Training Strategy		D-1
Appendix E - Threat Environment		E-1
Glossary		Glossary-1
References.....		References-1
Questionnaire.....		Questionnaire-1

PREFACE

This mission training plan (MTP) provides the Force XXI Division Support Command (DISCOM) Commander and his staff with a task-based, event-driven training strategy to enable the unit to accomplish its wartime mission. While MTPs may not cover unit contingency plans, this document includes tasks to meet the Army force projection mission and includes supervisory and coordination tasks related to: the deployment of subordinate and attached units; establishment of subordinate and attached unit logistics and combat health services operational areas; force protection; multi-functional logistics and combat health service support operations; management of distribution systems and redeployment of subordinate and attached units.

This MTP applies to Headquarters, Division Support Command (TOE 63002F000), Digitized Division (TOE 71100F000). Anticipated gains from technology, coupled with current force sizing requirements have resulted in a smaller, redesigned division force structure. Some of the reductions and redesign efforts are found in DISCOM combat service support (CSS) unit/elements. CSS functions formerly organic to the maneuver and engineer battalions have now been transferred to the Forward Support Battalions (FSBs). To compensate for this mission transfer, the DISCOM and its subordinate FSBs have increased the scope and breadth of their CSS mission.

The overarching principle of fix forward remains unchanged. In the redesigned division, certain maintenance procedures and doctrinal methods have been changed to gain greater effectiveness and efficiencies. For the most part, direct support and unit maintenance functions are consolidated and are now called field maintenance. This applies to the mechanized and armor maneuver battalions, engineer battalion, brigade headquarters, division headquarters, and reconnaissance troop. The aviation units, cavalry squadron, division troops, and field artillery battalions retain their unit maintenance sections.

The creation of an Aviation Support Battalion (ASB) as part of the division redesign has significantly changed how the Aviation Brigade and Division Cavalry Squadron receive logistics support. The primary mission of the Division Support Battalion (DSB) is to provide logistics and combat health services (CHS) support to non-maneuver divisional units and backup support to the FSBs and ASB. It provides one-half day reinforcing bulk Class III and transportation support to the Forward Support Battalions and Aviation Support Battalion. Customers of the DSB are primarily located in the division support area.

The DISCOM headquarters has been redesigned. The Division Materiel Management Office (DMMO) has been eliminated and its functional sections are now subordinate to the Support Operations Office. A Distribution Management Section (DMS) has been created within the Support Operations Office to manage the sustainment resource distribution system and provide asset and intransit visibility (ITV) of units, personnel, equipment, and sustainment resources in and outbound to the division. The DMS has overall logistics management responsibility for the Division and has tasking authority to direct, redirect, cross level, or to mass sustainment resources at critical points within the division area of responsibility based on METT-TC and the commander's guidance.

As a result of the changes mentioned above, DISCOM CSS elements have decreased the amount of sustainment resources that they physically carry. Increased dependence is placed on echelon above division (EAD) logistics and combat health service support assets to throughput sustainment resources to DISCOM direct support units using principles of battlefield distribution and velocity management.

Force XXI combat service support (CSS) concepts and organizations reflect a paradigm shift from a supply-based CSS system of the Army of Excellence (AOE) to an advanced distribution-based structure. Technology makes this shift possible. The Force XXI distribution-based system eliminates most stockpiles, substituting velocity for mass. Logisticians use computers to control the destination, speed, and volume of the distribution system. With ITV, total asset visibility (TAV), advanced materiel

management, and advanced decision support system technology. Force XXI logisticians will have access and visibility over all items within the distribution pipeline.

Force XXI Battle Command, Brigade and Below (FBCB2) is a digital Battle Command Information System that provides on the move, real-time, and near real-time information to brigade combat, combat support, and combat service support leaders and soldiers. FBCB2, at the weapon system level, interfaces with FBCB2 within DISCOM subordinate units, provides situational awareness on every weapon system platform within the division as well as access to the Tactical Internet. The FBCB2 system interfaces with the Combat Service Support Control System (CSSCS) at DSB, ASB, FSB, and DISCOM levels to provide a concise picture of unit requirements and support capabilities. FBCB2 does this by collecting, processing, and displaying information on key items of supplies, services, and personnel that the commander deems crucial to the success of an operation. The integration of all Battlefield Operating Systems (BOS) information provides significant tactical and operational advantage.

Standards for executing the DISCOM HQ tasks are described in the training and evaluation outlines (T&EOs). These standards were developed to meet the Total Army requirement. To meet mission-essential requirements, the commander may wish to make standards more stringent. The intent of this publication is to allow the commander that flexibility.

Training developers continuously update individual and collective tasks and other support products for these manuals in the Automated Systems Approach to Training (ASAT) database. Units can obtain copies of this MTP and pertinent field manuals online at the Reimer Digital Library Data Repository at <http://155.217.58.100/dr/>

The proponent of this publication is HQ TRADOC. Submit changes for improving this publication on DA Form 2028 and forward it to Commander, United States Army Combined Arms Support Command, Multifunctional Training Directorate, ATTN: ATCL-A, 401 1st Street, Fort Lee, Virginia 23801.

Unless otherwise stated, masculine nouns and pronouns refer to both women and men.

Chapter 1 Unit Training

1-1. GENERAL. This mission-training plan (MTP) provides the commander and leaders with guidance on how to train the key missions of the unit. Specific details of the unit's training program depend on:

- a. Unit's mission essential task list (METL).
- b. Chain of Command training directives and guidance.
- c. Training priorities of the unit.
- d. Availability of training resources and areas.

1-2. SUPPORTING MATERIAL. This MTP describes a critical mission-oriented unit-training program that is part of the next higher echelon's training program. This unit's training program consists of:

- a. ARTEP 100-15-MTP and ARTEP 71-100-MTP indicate the relationship of the next higher headquarters training program to the unit's training program.
- b. Soldier training publications (STPs), consisting of soldiers' manuals (SMs) and trainers' guides (TGs) for each military occupational specialty (MOS) authorized in the table of organization and equipment (TOE) for the unit.
- c. The soldiers' manuals of common tasks (SMCTs).
- d. Army Officer Foundation System (OFS) manuals.

Figure 1-1 below illustrates the relationship of these supporting publications.

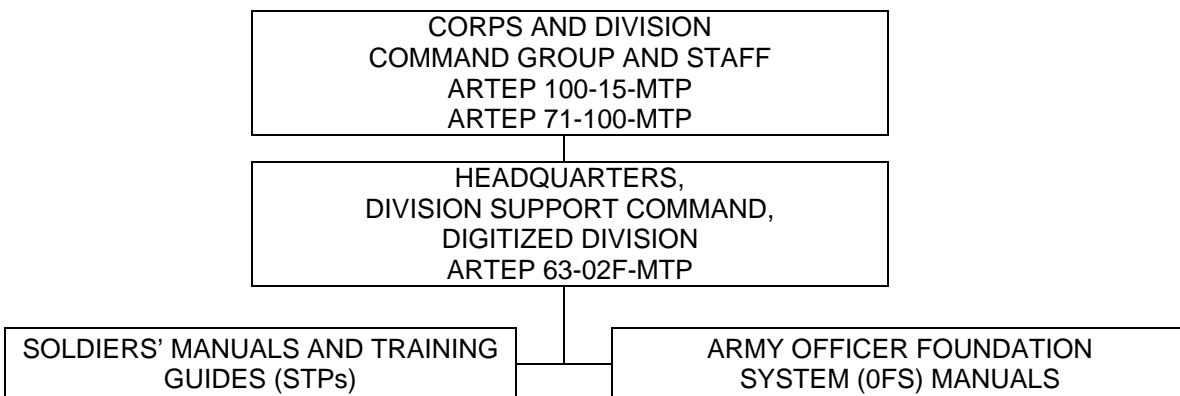


Figure 1-1. MTP Echelon Relationship

1-3. CONTENTS. This MTP is organized into six chapters and three appendices:

- a. Chapter 1, *Unit Training* provides the explanation and organization of this MTP. This chapter explains how to use this MTP in establishing an effective training program.
- b. Chapter 2, *Training Matrix* shows the relationship between missions and collective tasks.
- c. Chapter 3, *Training Plans* is designed to assist the commander in preparing training plans for critical wartime missions. It presents a graphic portrayal of the relationship between missions

and their associated subordinate tasks and describes how to use the MTP to develop the DISCOM HQ training plans and provides a mission outline.

d. Chapter 4, *Training Exercises* consists of a field training exercise (FTX) and supporting situational training exercises (STXs). This chapter provides training information and a preconstructed scenario for each exercise. These exercises can serve as part of an internal or external evaluation. They may be modified to suit the training needs of the unit.

e. Chapter 5, *Training and Evaluation Outlines (T&EOs)* provide the training and evaluation criteria for tasks that the unit must master to effectively perform its mission. Each task has a training and evaluation outline that identifies conditions, training standard, task steps, performance measures, and individual and leader tasks. Selected combinations of missions and their tasks comprise the training exercises in Chapter 4. Note: Some task steps within the T&EO may require modifications based on the equipment available to the unit.

f. Chapter 6, *External Evaluations* explains how to evaluate training and assess evaluation results. It includes sample worksheets, summary sheets, and evaluation scenarios.

g. Appendix A, *Army Battlefield Command System (ABCS)* provides an overview of the data management systems linkages.

h. Appendix B, *Army Universal Task List (AUTL)* provides information related to the descriptions of the AUTL.

i. Appendix C, *Geneva Convention* discusses the effects of the laws of land warfare on combat health support.

j. Appendix D, *Combined Arms Training Strategy* is intended to provide a set of recommended training frequencies for key training events in a unit and depict those resources required to support the training.

k. Appendix E, *Threat Environment* provides a description of the threats most likely to be faced by this unit. It lists training considerations to prepare for these threats.

1-4. MISSIONS. This MTP covers specified missions found in the TOE and implied missions that this unit must perform in order to accomplish those specified missions. The critical wartime mission, Support Division Tactical Operations, is the focal mission for this unit. The commander may supplement these missions with his own. The following is a listing of missions for this unit:

- a. Missions.
- (1) Supervise Deployment.
 - (2) Plan Logistics and CHS Support Operations.
 - (3) Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources.
 - (4) Supervise Establishment of Subordinate Elements' Bases and Facilities.
 - (5) Direct Logistics and CHS Support Operations.
 - (6) Manage Distribution Systems.
 - (7) Coordinate Force Protection Activities.
 - (8) Supervise Redeployment of Subordinate Elements to Home Station.

b. Each of these missions may be trained individually or jointly with other missions. Training is based on the criteria described in the T&EOs. Several T&EOs can be trained as an STX. Various combinations of STXs can be used to develop an FTX for the unit to practice its entire mission responsibility. Several STXs can be developed into an external evaluation designed by the next higher echelon to evaluate the unit's ability to perform multiple missions under stress in a realistic environment.

c. Leader tasks that support the unit's missions are trained through STPs, OFS training, battle simulations, and execution of the unit's missions.

d. Individual tasks that support collective tasks are mastered by training to standards listed in the appropriate STP.

1-5. PRINCIPLES OF TRAINING. This MTP is based on the training principles found in FM 25-100 and FM 25-101. For further information, see Paragraph 1-7 below.

1-6. TRAINING STRATEGY. The training program developed and executed by a unit to train to standards in its critical missions is a component of the Army's Combined Arms Training Strategy (CATS). The purpose of CATS is to provide direction and guidance on how the total Army trains and to identify resources required to support that training. CATS provides the tools that enable the Army to focus and manage training in an integrated manner. Central to the CATS is a series of proponent-generated unit and institutional strategies that describe the training and training resources required to train to standard.

a. The unit training strategies, central to CATS, provide the commander with a descriptive "menu" for training reflecting that while there is an optimal way to train to standard, it is unlikely that all units in the Army have the exact mix of resources required to execute an optimal training strategy.

b. A unit's training strategy is composed of three separate training strategies. When integrated with the training tasks found in the MTP, they form a comprehensive and focused training strategy that allows the unit to train to standard. The elements of a unit's training strategy are:

(1) Combined Arms Training Strategy. CATS is intended to provide a set of recommended training frequencies for key training events in a unit and depict those resources required to support the training events. (See Appendix D for a more detailed discussion of CATS.)

(2) Gunnery Strategy. The gunnery strategy is built around weapon systems found in the unit, provides an annual training plan, and depicts resources required to support weapons training. Data for the gunnery strategy comes from the Standards in Training Commission (STRAC) manual or appropriate field manual (FM).

(3) Soldier Strategy. The soldier strategy provides an annual plan for training and maintaining skills at the individual level and lists the resources required to train a soldier.

c. A critical element in the unit training strategy is the identification of critical training gates. Critical training gates are defined as training events that must be conducted to standard before moving on to a more difficult or resource intensive training event or task. Training gates follow the crawl, walk, run training methodology. For instance, if the unit training strategy calls for conducting an FTX and an STX has been identified as a critical training gate for the FTX, the training tasks contained in the STX must be trained to standard prior to conducting the FTX. Standards for all tasks must be clearly defined so the trainer can assess the preparedness of his soldiers, or unit(s), to move on to more complex training events. The provision for critical training gates recognizes that the unit's METL and the commander's assessment of his unit's training status will determine the selection and timing of the collective training exercises in a specific unit's training strategy.

d. When developing the unit's training plan, the commander identifies the training tasks from the MTP required to train his METL.

1-7. CONDUCTING TRAINING. This MTP is designed to facilitate the planning, preparation, and conduct of unit training as explained in FM 25-100 and FM 25-101.

a. The commander assigns the missions and tasks for training based on his METL and the training guidance from the next higher headquarters. Trainers must plan and execute training in support of this guidance.

b. The commander reviews the mission outline in Chapter 3 to determine whether the FTX and STXs provided will support (or can be modified to support) the senior commander's guidance. If they do not support the guidance or need to be modified, refer to the matrix in Chapter 2. The matrix provides a listing of collective tasks that must be mastered to perform the mission.

c. The commander and subordinate leaders must prioritize the tasks that need training. Because there is never enough time to train everything, training must orient on the greatest challenges and most difficult sustainment skills.

d. The commander integrates training tasks into the training schedule by the following:

- (1) List the tasks in the priority and frequency they need to be trained.
- (2) Determine time requirements and how he can best use multi-echelon training.
- (3) Determine training location(s).
- (4) Determine training responsibilities and subordinate leader involvement.
- (5) Organize his requirements into blocks of time and training vehicles.

e. The commander must approve the list of tasks to be trained and schedule them on the unit training schedule.

f. The commander must determine the equipment, supplies, personnel, facilities, and other resources needed to conduct the training.

g. The commander must keep subordinate leaders informed and oversee their training. The training standards must be rigidly enforced.

1-8. FORCE PROTECTION (RISK MANAGEMENT and SAFETY). Leaders must understand the importance of using risk management and safety programs in conserving combat power and resources. These are not add-on features to the decision making process but rather fully integrated elements of planning and executing operations, to include training events. Factors which impact on the accidental losses experienced in operations include: an ever-changing operational environment; the effects of fast-paced, high operational tempo (OPTEMPO) and high personnel tempo (PERSTEMPO) on unit and human performance; equipment failure and support failure; and the effects of the physical environment. Training events may mimic some of the characteristics of a wartime environment, and leaders will be challenged by the uncertainty, ambiguity, and friction, which create both opportunities and hazards.

a. Risk management is the process of identifying, assessing, and controlling risks arising from operational factors and making decisions that balance risk costs with mission benefits. It is fundamental in developing confident and competent leaders and units. Risk is characterized by both the probability and severity of a potential loss that may result from hazards due to the presence of an enemy, an adversary, or some other hazardous condition. The risk management process acts to conserve combat power and resources. Managing risk requires educated judgment and professional competence. Risk management is a way to put more realism into training without paying the price in deaths, injuries, or damaged equipment. Both leaders and staff manage risk. The staff seeks to identify hazards associated with their areas of expertise, and recommend controls to reduce the risk. Leaders and individual soldiers become the assessors for ever-changing hazards such as those associated with environment (weather; visibility; contaminated items, air, water and soil), equipment readiness, individual and unit experience, and fatigue. Leaders advise the chain of command on risks and risk reduction measures. IAW FM 100-

14, *Risk Management*, the basic principles that provide a framework for implementing the risk management processes are:

(1) Integrate risk management into mission planning, preparation, and execution. This requires the ongoing identification and assessment of hazards and risks. Leaders and staffs integrate control measures into plans and estimates and implement those controls continuously.

(2) Make decisions at the appropriate level in the chain of command. Leaders and subordinates are provided the guidance necessary to determine what level and types of risk are to be managed at what level of command.

(3) Accept no unnecessary risk. Commanders, at the appropriate level and with consideration of the impact of available controls, analyze the residual risks against mission expectations. The commander alone accepts risks only if the benefits outweigh the potential costs or losses.

(4) Observe regulatory restrictions and guidelines. Risk controls required by law, such as life safety and fire protection codes, physical security, transport and disposal of hazardous materials, and storage of classified material, will be enforced.

b. Risk management is a five-step cyclic process that is easily integrated into the decision-making process outlined in FM 101-5. The five steps are:

(1) Identify Hazards. Identify the probable hazards for the missions. A hazard is an actual or potential condition where exposure to the hazard can result in injury, illness, or death to personnel; damage or loss of equipment or property; degradation to the mission. The factors of METT-TC provide a sound framework for identifying hazards.

(2) Assess Hazards. Examine each hazard in terms of the probability and the severity of the potential outcomes to determine the risk level that can result from exposure to the hazard. The end result is an estimate of risk from each hazard and an estimate of the overall risk from hazards that cannot be eliminated.

(3) Develop Controls and Make Risk Decisions. Controls fall into three basic categories – educational controls, physical controls and avoidance. These controls must be effective, and to be effective they must be suitable, feasible, and acceptable. After the controls are developed and accepted, the leader determines the residual risk for each hazard and the cumulative effect of residual risks on the mission. Weigh the risk against the benefits of performing the operations and make the risk decision. Accept no unnecessary risks and make any residual risk decisions at the proper level of command. Apply the Appendix from FM 100-14.

(4) Implement Controls. Integrate specific controls into plans, OPLANs, OPORDs, SOPs, and rehearsals. Communicate controls to the individual soldier, augmentation personnel to include personnel that are authorized contractors, Non-Governmental Organizations (NGOs), Private Volunteer Organizations (PVOs), and media.

(5) Supervise and Evaluate. Ensure that subordinates understand how to execute risk controls, and supervise to ensure standards and controls are enforced. Determine the effectiveness of controls in reducing the probability and effect of hazards. Develop the lessons learned, and disseminate the findings.

c. Safety also is a component of force protection. Safety protects the force and preserves resources through accident prevention and risk management. Commanders, leaders, and soldiers use risk assessment and management to tie force protection into the mission. Risk management assigns responsibility, institutionalizes the commander's review of operational safety, and leads to decision making at a level of command appropriate to the risk. The objective of safety is to help units protect combat power through accident prevention, which enables units to win fast and decisively with minimum losses. A good accident prevention program requires the ongoing review of unit operations and training during planning, preparation, execution, and follow-up to detect hazards and recommend controls and

methods of preventing injury to personnel and damage to equipment and the environment. Eliminate hazards on a "worst first" basis. When safety is fully integrated in a unit, soldier errors, equipment breakdowns, and other negative effects are minimized. Performing to standard is one of the key steps in preventing accidents. Safety is an integral part of all combat operations and begins with readiness. Readiness depends on a unit's ability to perform its mission essential task list (METL) to standard.

d. Safety demands involvement of the total chain of command in planning, preparing, executing, and evaluating training. The chain of command responsibilities include:

- (1) Commanders, who must:
 - (a) Seek optimum, not adequate, performance.
 - (b) Specify the risk acceptable to accomplish the mission.
 - (c) Select risk reductions provided by staff.
 - (d) Accept or reject residual risk, based on the benefit to be derived.
 - (e) Train and motivate leaders at all levels to effectively use risk management concepts.
- (2) Staff, who must:
 - (a) Assist in assessing risks and developing risk reduction options for training.
 - (b) Integrate risk controls in plans, orders, METL standards, and performance measures.
 - (c) Eliminate unnecessary safety restrictions that diminish training effectiveness.
 - (d) Assess safety performance during training; evaluate safety performance during after action reviews (AARs).
- (3) Subordinate leaders, who must:
 - (a) Apply consistently effective risk management concepts and methods to operations.
 - (b) Report risk issues beyond their control or authority to their superiors.
- (4) Individual soldiers, who must:
 - (a) Report unsafe conditions and act to correct the situation when possible.
 - (b) Establish a buddy system to keep a safety watch on one another.
 - (c) Take responsibility for personal safety.
 - (d) Work as a team member.
 - (e) Modify their own risk behavior.

- e. Accident prevention requires that units and individuals observe the following guidance:
- (1) Train for the task.
 - (2) Beware of overconfidence.
 - (3) Don't play around.
 - (4) Be attentive, incorporate rest breaks, and avoid overtired status.
 - (5) Check equipment and fully perform PMCS.
 - (6) Use equipment and tools correctly.
 - (7) Be physically capable for the task.
 - (8) Know how to safely perform the task. Develop good habits.
 - (9) Promote a safety conscious attitude.

f. Death, serious injury, damaged or destroyed equipment and the loss of mission capability may result if personnel fail to observe safety precautions. The first five areas listed below account for more than half of all Army accidents during combat and tactical operations. Potential safety hazards are found in, but are not limited to, the following areas:

(1) **Vehicle Operations.** Factors involve excessive speed, weather, traffic conditions, recklessness, fatigue, unfamiliarity with roads and untrained and inexperienced drivers. Ground guides are mandatory during movement in bivouac and assembly areas, when backing and during periods of limited visibility. Failure to correctly do preventive maintenance, especially for brakes and lights, contribute to accidents as well.

(2) **Sports and Recreation.** Drowning is the leading cause of fatalities in this category. Basketball and touch football are the largest contributors to injury, usually due to lack of supervision and playing by "combat rules". While these accidents typically are not severe, they do reduce the effectiveness of a soldier.

(3) **Material Handling.** These accidents occur when an object is too large or heavy to handle for the individual(s) attempting to move it, or when trying to move material when visibility is obstructed/impaired. Results include muscle and back injury, crushing of personnel and equipment, and miscellaneous damage to dropped loads. Additional injuries occur when steel banding, cut under tension, snaps free and whips into personnel. Leather gloves and face shields are required. Overconfidence in one's ability, a lack of planning and fatigue are contributing factors to accidents. Turn all vehicles off when loading, practice safe lift techniques (using the leg muscles not the back), and stay within load limits for MHE, slings, racks and platforms, and individual lift capabilities. Remove loose clothing, ID tags, and jewelry to prevent being dragged into moving parts. Hazardous materials must be so marked, the Material Safety Data Sheets (MSDS) readily available, and the Hazardous Release emergency plan be well rehearsed, to include communications of the danger.

(4) **Maintenance.** The accidents are as diverse as the tasks; failure to follow procedures, improper use of tools, personal fatigue, and prolonged exposure to hazardous conditions (exhausts, burns from contact with both hot and extremely cold surfaces, chemical products and fumes, high voltage, debris driven by compressed air, welding arc, jewelry caught in machinery) are common factors. Electricity is unlike most other dangers because it gives no warning, has no symptoms, and its effects are immediate. It can cause severe burns, unconsciousness, nerve and brain injury, and death. Remove power and prevent accidental reconnections before any maintenance is done on electrical equipment. Never initiate a rescue until all power is confirmed to be off.

(5) Tactical Parachuting. Poor parachute landing falls (PLFs) usually cause the injuries, but fatalities are often due to weather related loss of control.

(6) Ammunition and Explosives. Mishandling, disassembly, unauthorized use and improper storage of ammunition and explosives result in fewer accidents but more fatalities per incident. This category includes explosive souvenirs taken from battlefields or ranges. Post training shakedown inspections are a must. Grenades have a killing radius that make it dangerous to both enemy and friendly forces; train and enforce standards.

(7) Field Expedients. The use of field expedient methods and materials are inherently more risky than standardized methods and approved materials. The need to consider them often traces back to inadequate planning or supply system problems. Be suspicious of shortcuts.

(8) Field Heaters, Stoves and Engines. Combustion systems must be shut off before refueling. Only authorized fuels should be provided and used. Improper use generates flash fires and poisonous accumulation of fumes. Carbon monoxide occurs in the exhaust fumes of burning heaters and internal combustion engines. A lethal, odorless, and colorless gas, carbon monoxide exposure produces symptoms of headaches, dizziness, loss of muscular control, sleepiness, and coma. Brain damage or death can result from heavy exposure. The chemical/biological mask will not protect you from carbon monoxide poisoning.

(9) POL and Solvent Storage and Handling. Petroleum, Oil and Lubricants (POL) handlers must be well trained and supervised to prevent catastrophic injury to both personnel and equipment, especially in storage and transfer operations. Static discharge grounding procedures must be rigorously applied. Fuel and solvents are flammable and caustic to skin and eyes, and toxic in the respiratory tract. Injuries include possible nerve damage, cancer, organ failure, birth defects as well as skin irritation and eye damage. Absolute adherence to environmentally sound disposal techniques is required. Protective Clothing and Equipment (PCE) must be issued and used while handling these products. Skin/eye protection is required. Avoid repeated/prolonged contact. Use only in well ventilated areas. Keep away from open flames or other sources of ignition. The flash point of dry cleaning solvent P-D 680 Type III is 138 degrees F. Clothing can become flammable if soaked with these products. Post FUEL FLAMMABLE/NO SMOKING signs around the area. Suitable fire extinguishers must be present. Vapors can be highly explosive in a confined space.

(10) Soldier Fatigue. Soldiers suffering from sleep loss experience various symptoms of fatigue, including decreased coordination, narrowed attention span, and reduced adherence to standards of performance. Sleep plans are essential, and sleep areas must be controlled to prevent soldiers from being crushed by moving vehicles or being poisoned by fumes from idling motors.

(11) Water Operations. Plan very carefully; the risk of drowning and equipment loss is very significant during water operations. Weak swimmers should be paired with strong ones and monitored closely. Equipment should be secured and floated, not carried by individuals, across the water. Float devices and safety lines further moderate risk.

(12) Weapons. Accidents with weapons frequently occur when cleaning or clearing weapons, entering or exiting vehicles, or running with loaded rifles. Guidance for weapons handling and loading must be provided and strictly enforced. Weapons not essential for the current mission should not be loaded.

(13) Weather-related Casualties. Unit effectiveness is lost quickly through weather-related casualties such as heat stroke, frostbite, and hypothermia. The seriousness of the injury is related to a combination of temperature, air velocity, duration of exposure, moisture and individual status. Snow blindness is a burn of the retina caused by ultra violet light reflected off snow, and similar effects may be experienced in desert environments. Operating vehicles in extreme environments requires additional preparation and modification of driving techniques. Instruct soldiers in awareness, prevention and first aid for weather-related injuries, and for constant assessment of changing conditions. Catastrophic losses may be experienced as a result of tornado, hurricane, thunderstorm, and sheer winds. Individuals must seek shelter from flying debris, going to the lowest level possible within a

structure or when out in the open. During electrical storms avoid wide open spaces, hills, isolated trees and towers, metal objects, power lines and wires, and water bodies.

(14) Electrical Shock. Death, injury and destruction of equipment are the potential results of electrical shock. Sources of electric shock range the gamut from static electricity, batteries, generator and communications equipment, power lines, and electrical storms. Cables, wires, antennas, metal objects, graphite, water and any wet material are good conductors of electricity. Fiberglass and rubber are good insulators. Use Ground Fault Circuit Interrupters (GFCI) and grounding rods designed and installed IAW the specific Technical Manual for the static discharge systems, generators, power distribution networks, and communication systems in use.

(15) Insects, Snakes and Poisonous Plants. Individual soldiers may experience significant discomfort and injury from adverse contact with wildlife. Death is possible, especially if the individual has an allergic reaction to the toxin. Each operational area will have its own specific threats, and the unit must coach its members to recognize, prevent contact and apply the appropriate first aid. Examples of threats include spiders, bees, wasps and hornets, snakes, scorpions, jellyfish, poison ivy, poison oak and poison sumac.

(16) Personal Hydration, Hygiene and Sanitation. Unit readiness is greatly dependent on individual soldier health, which requires observance of basic rules for fluid replacement and the prevention of germ transfer and incubation. Potable water only is used for drinking and personal washing. Handwash stations, with soap, must be available and used at communal latrines and before entering food service operations. Minor cuts and abrasions become major injuries if left unattended. Foot care is critical in wet-cold environments.

(17) Laser effects on visual performance have become a significant safety issue. Lasers exist as rangefinders, target designators, and to simulate live fire during force-on force exercises. Enemy forces have use of similar devices. Even at long distances, the laser devices can cause accidental or deliberate injury to the eye as the energy which enters through the iris can be concentrated and focused on the retina at 100,000 (one hundred thousand) times greater energy level. The range of injuries from lasers may be from tiny lesions in the back of the eye to severe burns affecting vast portion of the body. The actual injury depends on the type of laser and radiation spectrum generated the energy output of the laser, and the distance from the laser. At low energy levels, lasers may produce temporary reduction in visual performance in critical military tasks such as aiming weapons or flying aircraft. At higher energy levels, they may produce serious long-term visual loss to include permanent blindness. Critical skills such as map reading or driving may be impossible. Fear of suffering like injuries may cause psychological reactions from other unit members, further reducing the units ability to effectively carry out its mission. Some protection is available with use of the ballistic and laser protective system eyewear (B-LPS); however these B-LPS screen only selected laser wavelengths, leaving the wearer vulnerable to other wavelengths. Additionally, the eyewear tint significantly limits the ability of the wearer to see in low light conditions. Exposure to laser radiation requires line-of-sight; therefore cover, concealment, or avoiding looking at a known or suspected laser threat is extremely effective for preventing injury. "Do NOT look at the light." Minimize the use of binoculars in areas known to have lasers in use; if scanning the battlefield, limit vulnerability by using one eye or monocular optics. The main symptom of laser injury is reduction in visual acuity (depending on the type of wavelength it may be immediate or time delayed from exposure); another symptom is pain. Cornea damage may appear as if chemical agents burned the tissue.

g. Fratricide prevention is a component of force protection and is closely related to safety. Fratricide is the employment of weapons, with the intent to kill the enemy or destroy his equipment that results in unforeseen and unintentional death, injury, or damage to friendly personnel or equipment. Fratricide is, by definition, an accident. Risk assessment and management is the mechanism with which the incidence of fratricide can be controlled. The primary causes are:

(1) Direct Fire Control Plan Failures. These occur when units fail to develop defensive and, particularly, offensive fire control plans.

(2) Land Navigation Failures. These result when units stray out of sector, report wrong locations, and become disoriented.

(3) Combat Identification Failures. These failures include gunners or pilots being unable to distinguish thermal and optical signatures near the maximum range of their sighting systems; and units in proximity mistaking each other for the enemy under limited visibility conditions.

(4) Inadequate Control Measures. Units fail to disseminate the minimum maneuver and fire support control measures necessary to tie control measures to recognizable terrain or events.

(5) Reporting Communication Failures. Units at all levels face problems in generating timely, accurate, and complete reports as locations and tactical situations change.

(6) Weapons Error. Lapses in individual discipline lead to gunnery errors, accidental discharges, mistakes with explosives and hand grenades, and similar incidents.

(7) Battlefield Hazards. Unexploded ordnance, unmarked or unrecorded minefields, family of scatterable mines (FASCAM), and booby traps litter the battlefield. Failure to mark, remove, record, or anticipate these hazards increases the risk of friendly casualties.

h. Fratricide results in unacceptable losses and increases the risk of mission failure. Fratricide undermines the unit's ability to survive and function. Units experiencing fratricide observe these consequences:

- (1) Loss of confidence in the unit leadership.
- (2) Increasing self-doubt among leaders.
- (3) Hesitation to use supporting combat systems.
- (4) Over supervision of units.
- (5) Hesitation to conduct night operations.
- (6) Loss of aggressiveness during fire and maneuver.
- (7) Loss of initiative.
- (8) Disrupted operations.
- (9) General degradation of cohesiveness, morale, and combat power.

1-9. ENVIRONMENTAL PROTECTION. Protection of natural resources is an ever-increasing concern to the Army. It is the responsibility of all unit leaders to decrease, and if possible, eliminate damage to the environment when conducting training. Environmental risk management parallels safety risk management and is based on the same philosophy as safety risk management. Environmental risk management consists of the following steps:

a. Identify Hazards. Identify potential sources for environmental degradation during analysis of mission, enemy, terrain, troops, time available, and civilian considerations (METT-TC) factors. This requires identification of environmental hazards. An environmental hazard is a condition with the potential for polluting air, soil, or water and/or destroying life forms or cultural and historical artifacts.

b. Assess the Hazard. Analyze potential severity of environmental degradation using environmental risk assessment matrixes. Severity of environmental degradation is considered when determining the potential effect an operation will have on the environment. The risk impact value is defined as an indicator of the severity of environmental degradation. Quantify the risk to the environment

resulting from the operation as extremely high, high, medium, or low, using the environmental risk assessment matrixes.

c. **Make Environmental Risk Decisions.** Make decisions and develop measures to reduce high environmental risks.

d. **Brief Chain of Command.** Brief chain of command (to include installation environmental office, if applicable) on proposed plans and pertinent high-risk environmental matrixes. Risk decisions are made at a level of command that corresponds to the degree of risk.

e. **Implement Controls.** Implement environmental protection measures by integrating them into plans, orders, SOPs, training performance standards, and rehearsals.

f. **Supervise.** Supervise and enforce environmental protection standards.

g. Environmental damage has many wide-ranging consequences. The complete success of the tactical mission depends on your environmental awareness. Leaders and soldiers must be aware of the ramifications of their actions on the environment, which, in turn, reflects upon the overall mission. Prevention of spills and improper disposal of hazardous waste is everyone's responsibility. Know the proper procedures for preventing and reporting oil or fuel spills IAW local unit SOP.

1-10. EVALUATION. The T&EOs in Chapter 5 describe standards that must be met for each task.

a. Evaluations can be internal or external. Internal evaluations are conducted at all levels. They must be inherent in all training. External evaluations are usually more formal and are normally conducted by a headquarters two levels above the unit being evaluated. (See Chapter 6, *External Evaluations*.)

b. A critical weakness in training is the failure to evaluate each task every time it is executed. The ARTEP concept is based on simultaneous training and evaluation. Too often, leaders do not practice continuous evaluation. Often, soldiers or small units are trained to perform a task to standard; then later, when they execute that task as part of an exercise, they execute it poorly or incorrectly and are not corrected. For this program to work, trainers and leaders must continually evaluate training during execution.

c. Leaders should emphasize direct, on-the-spot evaluations. Correcting poor performance during individual or small group training is easy to do. In higher-level exercises it is usually not feasible to do this with outside evaluators, but the opportunity for correction should not be overlooked. Plan AARs at frequent, logical intervals during the exercises (usually after the completion of a major subordinate task). This is a proven technique that allows you to correct performance shortcomings while they are still fresh in everyone's mind and prevents reinforcement of bad habits.

d. FM 25-101 provides detailed instructions for conducting an AAR and detailed guidance on coaching and critiquing during training.

1-11. FEEDBACK. Recommendations for improvement of this MTP are requested. Feedback will help to ensure that this MTP answers the training needs of units in the field and parallel requirements by training and combat developers. There is a questionnaire at the end of this MTP to make it easier to send recommendations and comments.

Chapter 2 Training Matrix

2-1. GENERAL. The training matrix assists the commander in planning the training of HQ, DISCOM personnel. The mission identification table listed below (Table 2-1) provides mission identification for the HQ, DISCOM.

Mission Identification Table	
Mission Title	Mission Number
Support Division Tactical Operations	FTX
Supervise Deployment	63-6-E0001
Plan Logistics and Combat Health Services (CHS) Support Operations	63-6-E0002
Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	63-6-E0003
Supervise Establishment of Subordinate Elements' Bases and Facilities	63-6-E0004
Direct Logistics and CHS Support Operations	63-6-E0005
Manage Distribution Systems	63-6-E0006
Coordinate Force Protection Activities	63-6-E0007
Supervise Redeployment of Subordinate Elements to Home Station	63-6-E0008

Table 2-1. Mission Identification Table

2-2. TRAINING MATRIX: MISSION TO COLLECTIVE TASKS. This matrix (Table 2-2) identifies the mission and supporting collective tasks. The tasks are listed under the appropriate BOS, which are indicated by an "X" in the matrix. The BOS used in this matrix are defined in TRADOC Pam 11-9. A specific mission is trained by identifying collective tasks in the vertical column for the mission. Based on the proficiency of the unit, training is focused on operational weaknesses.

Collective Tasks		63-6-E0001 Supervise Deployment	63-6-E0002 Plan Logistics and CHS Support Operations	63-6-E0003 Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	63-6-E0004 Supervise Establishment of Subordinate Elements' Bases and Facilities	63-6-E0005 Direct Logistics and CHS Support Operations	63-6-E0006 Manage Distribution Systems	63-6-E0007 Coordinate Force Protection Activities	63-6-E0008 Supervise Redeployment of Subordinate Elements to Home Station
Intelligence									
63-6-4048	PROVIDE INTELLIGENCE SUPPORT					X		X	
Maneuver									
63-6-4014	SUPERVISE ADVANCE/ QUARTERING PARTY ACTIVITIES			X					
63-6-4015	ESTABLISH COMMAND POST (FORWARD)				X				
63-6-4017	COORDINATE MOVEMENT OF SUBORDINATE ELEMENTS			X					
63-6-4018	SUPERVISE ESTABLISHMENT OF SUBORDINATE ELEMENTS AND HEADQUARTERS				X				
63-6-4019	ESTABLISH THE LOGISTICS OPERATIONS CENTER AND ADMINISTRATIVE AREAS				X				
63-6-4021	SUPERVISE SUPPORT OPERATIONS SUBELEMENT FUNCTIONS				X				

Collective Tasks	63-6-E0001 Supervise Deployment	63-6-E0002 Plan Logistics and CHS Support Operations	63-6-E0003 Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	63-6-E0004 Supervise Establishment of Subordinate Elements' Bases and Facilities	63-6-E0005 Direct Logistics and CHS Support Operations	63-6-E0006 Manage Distribution Systems	63-6-E0007 Coordinate Force Protection Activities	63-6-E0008 Supervise Redeployment of Subordinate Elements to Home Station
63-6-4850 DIRECT DEPLOYMENT ALERT ACTIVITIES	X							
63-6-4851 ESTABLISH THE EMERGENCY OPERATIONS CENTER (EOC)	X							
63-6-4852 OPERATE THE EMERGENCY OPERATIONS CENTER (EOC)	X							
63-6-4853 SUPERVISE DEPLOYMENT/ REDEPLOYMENT ACTIVITIES	X							X
63-6-4854 UPDATE MOVEMENT PLAN/ORDER	X		X					X
63-6-4855 COORDINATE SOLDIER READINESS PROGRAM PROCESSING SUPPORT	X							
63-6-4856 PROVIDE DEPLOYMENT PERSONNEL AND ADMINISTRATIVE SERVICES SUPPORT	X							
63-6-4857 COORDINATE FAMILY ASSISTANCE SUPPORT	X							

Collective Tasks	63-6-E0001 Supervise Deployment	63-6-E0002 Plan Logistics and CHS Support Operations	63-6-E0003 Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	63-6-E0004 Supervise Establishment of Subordinate Elements' Bases and Facilities	63-6-E0005 Direct Logistics and CHS Support Operations	63-6-E0006 Manage Distribution Systems	63-6-E0007 Coordinate Force Protection Activities	63-6-E0008 Supervise Redeployment of Subordinate Elements to Home Station
63-6-4858 COORDINATE DEPLOYMENT TRAINING SUPPORT	X							
63-6-4859 PERFORM DEPLOYMENT INTELLIGENCE SUPPORT FUNCTIONS	X							
63-6-4860 PROVIDE DEPLOYMENT LOGISTICS SUPPORT	X							
63-6-4861 PERFORM DEPLOYMENT ADVANCE PARTY ACTIVITIES	X							
63-6-4862 COORDINATE ONWARD MOVEMENT	X		X					
63-6-4863 COORDINATE REAR DETACHMENT SUPPORT	X							
63-6-4864 PERFORM HOME STATION REAR DETACHMENT ACTIVITIES	X							
63-6-4865 COORDINATE RECONSTITUTION FOR REDEPLOYMENT								X
63-6-4866 PREPARE REDEPLOYMENT MOVEMENT PLAN/ORDER								X

Collective Tasks	63-6-E0001 Supervise Deployment	63-6-E0002 Plan Logistics and CHS Support Operations	63-6-E0003 Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	63-6-E0004 Supervise Establishment of Subordinate Elements' Bases and Facilities	63-6-E0005 Direct Logistics and CHS Support Operations	63-6-E0006 Manage Distribution Systems	63-6-E0007 Coordinate Force Protection Activities	63-6-E0008 Supervise Redeployment of Subordinate Elements to Home Station
63-6-4867 PROVIDE REDEPLOYMENT SUPPORT								X
63-6-4868 PERFORM REDEPLOYMENT ADVANCE PARTY ACTIVITIES								X
63-6-4869 PERFORM THEATER REAR DETACHMENT ACTIVITIES								X
63-6-4870 COORDINATE HOME STATION ACTIVITIES								X
63-6-4871 DIRECT INTEGRATION ACTIVITIES	X		X					
63-6-4872 PLAN DEPLOYMENT IN A PEACETIME ENVIRONMENT	X							
Mobility and Survivability								
63-6-4011 PLAN AREA TACTICAL OPERATIONS		X					X	
63-6-4013 PLAN BASE CLUSTER OPERATIONS		X		X			X	
63-6-4020 OPERATE THE LOGISTICS AND COMBAT HEALTH SERVICES SUPPORT AREA OF THE LOGISTICS OPERATIONS CENTER					X	X		

Collective Tasks	63-6-E0001 Supervise Deployment	63-6-E0002 Plan Logistics and CHS Support Operations	63-6-E0003 Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	63-6-E0004 Supervise Establishment of Subordinate Elements' Bases and Facilities	63-6-E0005 Direct Logistics and CHS Support Operations	63-6-E0006 Manage Distribution Systems	63-6-E0007 Coordinate Force Protection Activities	63-6-E0008 Supervise Redeployment of Subordinate Elements to Home Station
63-6-4035 OPERATE THE TACTICAL SUPPORT AREA OF THE LOGISTICS OPERATIONS CENTER			X	X	X		X	
63-6-4036 SUPERVISE OPERATIONS SECURITY PROGRAM			X	X	X		X	
63-6-4037 SUPERVISE NUCLEAR, BIOLOGICAL, AND CHEMICAL DEFENSE OPERATIONS			X	X			X	
63-6-4047 OPERATE REAR TACTICAL OPERATIONS CENTER							X	
63-6-4049 DIRECT RESPONSE TO THREAT ACTIONS							X	
Combat Service Support								
63-6-4012 PROVIDE ASSISTANCE FOR SUPPORTED COMMAND'S LOGISTICS PLANNING		X						
63-6-4022 PREPARE CONTINUITY OF OPERATIONS PLAN		X						

Collective Tasks	63-6-E0001 Supervise Deployment	63-6-E0002 Plan Logistics and CHS Support Operations	63-6-E0003 Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	63-6-E0004 Supervise Establishment of Subordinate Elements' Bases and Facilities	63-6-E0005 Direct Logistics and CHS Support Operations	63-6-E0006 Manage Distribution Systems	63-6-E0007 Coordinate Force Protection Activities	63-6-E0008 Supervise Redeployment of Subordinate Elements to Home Station
63-6-4023 COORDINATE INTERNAL LOGISTICS		X		X				
63-6-4024 COORDINATE BULK CLASS III SUPPORT		X						
63-6-4025 COORDINATE CLASS V SUPPORT		X						
63-6-4026 COORDINATE MAINTENANCE SUPPORT		X						
63-6-4027 COORDINATE CLASS II, III (P), IV, VII, AND IX SUPPORT		X						
63-6-4028 COORDINATE CLASS I, VI, AND WATER SUPPORT		X						
63-6-4029 COORDINATE COMBAT HEALTH SUPPORT		X						
63-6-4030 COORDINATE TRANSPORTATION SUPPORT		X	X					
63-6-4031 COORDINATE FIELD SERVICES SUPPORT		X						
63-6-4032 PROVIDE FOREIGN NATION SUPPORT COORDINATION					X	X		
63-6-4033 PERFORM ASSESSMENT AND RECOVERY OPERATIONS					X	X		

Collective Tasks	63-6-E0001 Supervise Deployment	63-6-E0002 Plan Logistics and CHS Support Operations	63-6-E0003 Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	63-6-E0004 Supervise Establishment of Subordinate Elements' Bases and Facilities	63-6-E0005 Direct Logistics and CHS Support Operations	63-6-E0006 Manage Distribution Systems	63-6-E0007 Coordinate Force Protection Activities	63-6-E0008 Supervise Redeployment of Subordinate Elements to Home Station
63-6-4034 COORDINATE SUPPORT FOR REGENERATION ACTIVITIES					X	X		
63-6-4039 PROVIDE HUMAN RESOURCES SUPPORT – PERSONNEL SERVICES			X	X	X			
63-6-4040 PROVIDE HUMAN RESOURCES SUPPORT – ADMINISTRATIVE SERVICES					X			
63-6-4041 CONDUCT COMMAND RELIGIOUS SUPPORT PROGRAM					X		X	
63-6-4043 PROVIDE AUTOMATION SUPPORT					X	X		
63-6-4046 MANAGE REPLACEMENT OF WEAPONS SYSTEMS					X	X		
63-6-4050 DIRECT AREA DAMAGE CONTROL OPERATIONS					X		X	
63-6-4120 CONDUCT DIVISION SUPPORT OPERATIONS				X	X	X		
63-6-4121 MANAGE CLASS III AND WATER (BULK)				X	X	X		

Collective Tasks	63-6-E0001 Supervise Deployment	63-6-E0002 Plan Logistics and CHS Support Operations	63-6-E0003 Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	63-6-E0004 Supervise Establishment of Subordinate Elements' Bases and Facilities	63-6-E0005 Direct Logistics and CHS Support Operations	63-6-E0006 Manage Distribution Systems	63-6-E0007 Coordinate Force Protection Activities	63-6-E0008 Supervise Redeployment of Subordinate Elements to Home Station
63-6-4122 MANAGE CLASS V				X	X	X		
63-6-4123 MANAGE CLASS VII (PROPERTY BOOK)				X	X	X		
63-6-4124 MANAGE CLASS I,II,III(P), AND IV				X	X	X		
63-6-4125 MANAGE CLASS IX (REPAIR PARTS) AND MAINTENANCE ACTIVITIES				X	X	X		
63-6-4126 MANAGE ARMAMENT AND COMBAT VEHICLES				X	X	X		
63-6-4127 MANAGE AUTOMOTIVE-GROUND SUPPORT EQUIPMENT				X	X	X		
63-6-4128 MANAGE COMMUNICATIONS AND ELECTRONICS EQUIPMENT				X	X	X		
63-6-4129 MANAGE AVIATION AND MISSILE SYSTEMS				X	X	X		
63-6-4131 MANAGE CSS AUTOMATION MAINTENANCE ACTIVITIES				X	X	X		
63-6-4133 PLAN SUPPORT OPERATIONS		X						
63-6-4134 MANAGE DISTRIBUTION SYSTEMS					X	X		

Collective Tasks		63-6-E0001 Supervise Deployment	63-6-E0002 Plan Logistics and CHS Support Operations	63-6-E0003 Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	63-6-E0004 Supervise Establishment of Subordinate Elements' Bases and Facilities	63-6-E0005 Direct Logistics and CHS Support Operations	63-6-E0006 Manage Distribution Systems	63-6-E0007 Coordinate Force Protection Activities	63-6-E0008 Supervise Redeployment of Subordinate Elements to Home Station
63-6-4303	COMBAT BATTLEFIELD STRESS			X	X	X	X	X	X
63-6-4326	PERFORM RISK MANAGEMENT PROCEDURES	X	X	X	X	X	X	X	X
Command and Control									
63-6-4000	RECEIVE THE MISSION		X						
63-6-4001	CONDUCT MISSION ANALYSIS		X						
63-6-4002	APPLY INTELLIGENCE PREPARATION OF THE BATTLEFIELD DOCTRINE AND TECHNIQUES		X						
63-6-4003	DEVELOP FEASIBLE COURSES OF ACTION		X						
63-6-4004	MAINTAIN CURRENT ESTIMATES OF THE SITUATION		X						
63-6-4005	ANALYZE FEASIBLE COURSES OF ACTION		X						
63-6-4006	PREPARE OPERATIONS PLAN/ORDER		X						
63-6-4063	ESTABLISH THE COMMON OPERATION PICTURE				X				

Collective Tasks	63-6-E0001 Supervise Deployment	63-6-E0002 Plan Logistics and CHS Support Operations	63-6-E0003 Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	63-6-E0004 Supervise Establishment of Subordinate Elements' Bases and Facilities	63-6-E0005 Direct Logistics and CHS Support Operations	63-6-E0006 Manage Distribution Systems	63-6-E0007 Coordinate Force Protection Activities	63-6-E0008 Supervise Redeployment of Subordinate Elements to Home Station
63-6-4007 PREPARE ANNEXES, APPENDICES, ENCLOSURES, TABS, AND OVERLAYS		X						
63-6-4009 DEVELOP ROAD MOVEMENT ORDER		X	X					
63-6-4010 DEVELOP OCCUPATION PLAN		X	X					
63-6-4016 ESTABLISH COMMUNICATIONS				X				
63-6-4038 MAINTAIN COMMUNICATIONS		X	X	X	X	X	X	
63-6-4042 PROVIDE COMMAND AND CONTROL	X		X	X	X		X	
63-6-4873 PLAN COMMAND DEPLOYMENT UPON RECEIPT OF A WARNING ORDER	X							
63-6-4874 PLAN COMMAND REDEPLOYMENT								X

Table 2-2. Training Matrix: Mission To Collective Tasks

Chapter 3 Training Plans

3-1. GENERAL. This chapter describes how to use the MTP to develop DISCOM Headquarters training plans and provides a mission outline. It is designed to assist the commander in preparing training plans for critical wartime missions. FM 25-100 and FM 25-101 provide detailed information on training management and should be used with the MTP for developing DISCOM Headquarters training plans.

3-2. LONG-RANGE PLANNING. Long-range planning allows commanders to provide timely input to the Army's various training resource systems and provides a general direction for the training programs.

a. Develop the Unit METL. The first step in developing a METL is analyzing all specified and implied missions and other guidance. Next, the unit's wartime mission is restated. After analyzing the unit's missions and external directives, a list of tasks is identified which must be accomplished if the unit is to successfully accomplish its wartime mission. Subordinate commanders and key NCOs participate in selecting the tasks. The task list is developed using the missions contained in Chapter 2 of the MTP, missions assigned to the DISCOM by contingency plans, and missions directed by the division commander. The commander then reviews the task list and makes final selections of tasks essential to the unit's wartime mission. The selected tasks are forwarded to division headquarters. The final approved task list becomes the unit's METL. See Example METL in Table 3-1 below.

(1)	DEVELOP INTELLIGENCE. Provide Intelligence Support
(2)	DEPLOY/CONDUCT MANEUVER.
	1. Direct Deployment Alert Activities
	2. Establish the Emergency Operations Center
	3. Operate the Emergency Operations Center
	4. Supervise DISCOM Deployment/Redeployment Activities
	5. Update Movement Plan/Order
	6. Coordinate SRP Processing Support
	7. Provide Deployment Personnel and Administrative Services Support
	8. Coordinate Family Assistance Support
	9. Coordinate Deployment Training Support
(3)	PROTECT THE FORCE.
	1. Supervise Operations Security Program
	2. Supervise NBC Defense Operations
(4)	PERFORM CSS AND SUSTAINMENT.
	1. Coordinate Class V Support
	2. Coordinate Class III Support
	3. Coordinate Maintenance Support
	4. Coordinate Class II, IV, VII, and IX Support
	5. Coordinate Class I, VI, and Water Support
	6. Coordinate CHS Support
	7. Coordinate Field Services Support
(5)	EXERCISE COMMAND AND CONTROL.
	1. Conduct Mission Analysis
	2. Maintain Current Estimate of the Situation
	3. Prepare DISCOM OPLAN/OPORD
	4. Maintain Communications

Table 3-1. Example DISCOM HQ METL

b. **Establish Training Objectives.** After the METL is identified, the commander establishes training objectives. The training objectives are conditions and standards, which describe the situation or environment and ultimate outcome criteria the unit, must meet to successfully perform the tasks. Training objectives and standards for METL can be obtained from the MTP, STP, division headquarters guidance, and local SOP.

c. **Conduct Training Assessment.** The training assessment is the commander's continuous comparison of the unit's current proficiency with the proficiency required to fight and win on the battlefield. The commander, his staff, and subordinate commanders assess the organization's current proficiency on mission essential tasks against the required standard. The commander then indicates the current proficiency by rating each task as "T" (Trained), "P" (Needs Practice), "U" (Untrained), or "?" (Unknown). The outcome of the training assessment identifies the unit's training requirements; see Table 3-2.

	CURRENT TRAINING STATUS							
	BATTLEFIELD OPERATING SYSTEMS							
	I N T E L	M A N E U V E R	F I R E S P T	M O B & S U R V	A I R D E F	C I S S	C M D & C T R L	
MISSION ESSENTIAL TASK								
Direct Deployment Alert Activities	T	P	P	T	P	T	?	
Coordinate Movement of Subordinate Elements	P	P	P	P	P	P	P	
Plan Base Cluster	T	P	T	T	?	T	P	
Coordinate Class V Support	P	?	P	?	?	?	P	
Legend	T - Trained			U - Untrained				
	P - Needs Practice			? - Status Unknown				

Table 3-2. Sample Commander's Training Assessment

d. **Develop Training Strategy and Commander's Guidance.** The training strategy is developed using the outcome from the training assessment. With the training strategy, the commander and his staff establish training priorities by determining the minimum frequency each mission essential will be trained during the upcoming planning period. It includes the commander's guidance, which in turn, includes the commander's training vision. To develop unit goals, the commander must:

- (1) Review higher echelon commander's goals.
- (2) Spell out in real-world terms, what the DISCOM will do to comply with the goals of higher echelon commanders.
- (3) List in broad terms his own goals for the unit. Table 3-3 provides a sample of DISCOM goals.

<p>Attain and sustain proficiency in all MTP missions.</p> <p>Maintain a 90 percent operational readiness (OR) rate.</p> <p>Attain and sustain 100 percent individual and crew-served weapons qualifications.</p> <p>Support division operations.</p>

Table 3-3. Example DISCOM HQ Goals

e. Establish Training Priorities. Priorities are established for training METL tasks by basing the priorities on training status, the criticality of the task, and the relative training emphasis the task should receive. Table 3-4 provides a sample training priority list.

TASK	SOURCE	TRAINING PRIORITY
Coordinate Support for Regeneration Activities	MTP	3
Provide Command and Control	MTP	1
Conduct Mission Analysis	MTP	4
Prepare Operations Plan/Operations Order and Annexes	MTP	2
Plan Base Cluster Operations	MTP	5

Table 3-4. Example Training Priority List

f. Prepare Long-Range Training Calendars. The long-range training calendar is the coordinating tool for long-range planning. It is structured by long-range events to identify time periods available for training mission essential tasks. The long-range planning calendar projects the training events and activities of the DISCOM training program for the upcoming 12 to 24 months. To prepare a long-range calendar, follow the steps outlined below:

(1) Select training events and activities to train the missions. The DISCOM commander must project events that will enable him to achieve his goals.

(2) Assign time for subordinate units to train. Subordinate leaders must be allowed to develop their training programs in support of the DISCOM training program.

(3) Examine various training alternatives to make optimum use of the training support available to the unit. Available training resources must be compared against division directed training, DISCOM directed training events, and subordinate level projected training events. Resourcing tools available to the DISCOM commander are CATS, OPTEMPO, and STRAC.

(4) Obtain approval of long-range plans.

(5) Issue Guidance. Training guidance is issued to the staff and subordinate units with the long-range training calendar. This training guidance supplements the long-range training calendar and generally includes:

- (a) Training policies.
- (b) Types of mandatory training.
- (c) Training resource guidance.
- (d) Quotas for centralized training (schools).
- (e) Training goals.

3-3. SHORT-RANGE PLANNING. A short-range plan is prepared to address the immediate future (3 months). Short-range planning develops specific training objectives based on goals and guidance prepared during long-range planning. The short-range plan adds more detail and may modify the long-range plan based on current assessments. Prepare the short-range plan as described below:

a. Review the training program, current unit proficiency, resources, and training environment.

(1) Review the training program described in the long-range planning process. This review determines if assessments made during long-range planning are still valid.

(2) Review previous short-range planning calendars for training accomplished, training preempted and lesson learned.

(3) Review current unit proficiency to update priorities.

(4) Review resources to determine if it is still possible to execute the program described on the long-range planning calendar.

(5) Review training environment again in this phase of planning because it takes on added importance as training events and activities approach. Factors that affect the training environment and collectively impact on the training program are:

- (a) Personnel assigned.
- (b) Personnel turbulence.
- (c) Morale.
- (d) Education programs.
- (e) Mandatory training.
- (f) Visits, inspections, and tests.
- (g) Supplies and equipment.
- (h) Nonmission-related activities.
- (i) Other programs.

b. Develop a detailed plan of action for short-range training plans. Prepare the detailed plan of action as described below:

(1) Examine events scheduled on the long-range training plan to determine if they are still valid.

- (2) Transfer valid events to a short-range training-planning calendar.
- (3) Determine desired outcomes for scheduled events.
- (4) Analyze missions to determine related individual, leader, and collective tasks.
- (5) Determine if there are weaknesses. Select tasks to correct these identified weaknesses and to sustain selected individual, leader and unit strengths, as necessary.
- (6) Select the specific training objectives for missions and tasks to be trained. The T&EOs in Chapter 5 provide the commander with training objectives.
- (7) Prepare a short-range training planning calendar or 3 monthly schedules. The short-range training-planning calendar provides a detailed plan of actions for the specified period.
- (8) Review short-range plans with higher and adjacent headquarters.
- (9) Issue guidance. This guidance specifically addresses how training will be accomplished.

3-4. NEAR-TERM PLANNING. The final phase of planning is the execution of training. Using the short-range plan, prepare weekly training schedules.

- a. Review the training program, unit proficiency, resources, and training environment. As in long-range and short-range planning, this review determines if previous assessments are valid.
- b. Finalize plans based upon the review of the DISCOM's training program. Determine the best sequence for training tasks, and complete the final coordination of the training events and activities.
- c. Prepare trainers, observer controllers (OCs), opposing force (OPFOR), and support personnel to know what is to be trained, why it is being trained, and what their role in the training will be.

3-5. TRAINING THE DISCOM HEADQUARTERS. Planning training for DISCOM headquarters personnel provides the commander with unique challenges. The most severe challenges are those that have to do with the availability of time and personnel. The DISCOM staff and headquarters personnel are involved in day-to-day operations and support of subordinate unit training. It is difficult to find time to adequately address the training needs of these elements. These elements must be capable of fulfilling their role for the DISCOM to perform its wartime mission. The strategy selected by the commander for training these elements must include an effective method for training individuals, leaders, and units.

- a. Training the DISCOM (Staff Training).
 - (1) Training of the staff presents the greatest challenges within a constrained training environment. This MTP identifies the training objectives for the DISCOM staff. The staff has numerous tasks to master to be effective. Examples of tasks all staffs must perform are:
 - (a) Analyze terrain and threat information.
 - (b) Function as an effective team.
 - (c) Exchange information.
 - (d) Prepare estimates of the situation.
 - (e) Provide logistics and CHS support input into the Division OPORD.

- (f) Give appraisals.
- (g) Make recommendations and decisions.
- (h) Prepare OPLANs.
- (i) Issue orders.
- (j) Coordinate and control unit operations.
- (k) Supervise subordinate units.

(2) The strategy used to train the staff will vary based on the considerations used in planning training (levels of proficiency, training support available, etc.). FM 25-101 contains detailed information on the conduct of exercises. Some methods of staff training include the following exercises.

(a) TEWT. Tactical exercises without troops (TEWTs) are low-cost, low overhead exercises conducted in the field on actual terrain suitable for training units for specific missions. TEWTs are used by commanders to train subordinate leaders and staffs to analyze terrain and plan for the conduct of unit missions.

(b) MAPEX. Map exercises (MAPEX) are low-overhead training exercises that allow commanders to train their staffs to perform essential, integrating, and control functions to support their decisions under wartime conditions. MAPEXs may be used to train the staff to exchange information, prepare estimates, give appraisals, make recommendations and decisions, prepare plans, and issue orders.

(c) CPX. Command post exercises (CPXs) are medium-cost, medium overhead training exercises conducted in either a garrison or a field location. CPXs normally use battle simulations to drive the staff actions.

(d) FTX. Field training exercises (FTXs) are high-cost, high overhead exercises conducted in the field under simulated combat conditions. A unit-conducted FTX exercises the staff in coordination, control, and supervision of DISCOM operations. Unit-conducted FTXs provide the best opportunity for the staff to combine all of its skills and perform as they would in wartime, responding to both higher and lower levels.

(3) At DISCOM level, a method to optimize staff and unit training is to integrate TEWTs, MAPEXs, CPXs, CFXs, and combined arms live fire exercises (CALFEXs) to prepare the orders and plans for upcoming DISCOM FTXs. This exercises the entire spectrum of the staff effectively and also makes the optimum use of unit field training time. Each unit is different and only the commander can determine the best method of training his staff.

b. Training the DISCOM (Unit Training). Training the DISCOM is a complex task requiring both unit and staff training programs. Normal day-to-day operations place a unique burden on the DISCOM commander to accomplish training. Elements cross staff lines and responsibilities. The DISCOM XO and CSM coordinate with the DISCOM and Headquarters and Headquarters Company (HHC) commanders to ensure individual soldiering tasks are being mastered.

3-6. DEVELOPMENT OF TRAINING EXERCISES. Chapter 4 provides sample exercises for the DISCOM to use or modify to meet specific training needs. Since only a sample FTX is contained in the MTP, it is necessary for the DISCOM to develop exercises for its own use. The section provides general procedures for the DISCOM staff to use for FTX preparation and for the DISCOM supporting STXs. Exercise plans are normally prepared during preparation of the short-range plan. Prepare the exercises as described below:

a. Selection of Missions and Tasks for Training. This was accomplished during the development of the long-range plan.

b. Site Selection. Confirm selection of a training area.

c. Scenario Development. After missions and tasks are selected, prepare detailed scenario for the exercise.

(1) List the missions and tasks in the preferred sequence of occurrence.

(2) Identify events necessary for the control of the exercise. These events would normally include issuance of orders, AARs, and any other administrative or logistics action necessary to conduct the exercise.

(3) Prepare exercise overlays depicting the sequence of actions and terrain to be used for each event.

(4) Determine the estimated time for each event using the overlay and scenario. The total time is determined to ensure the scenario can be completed in the time allocated for the exercise.

d. Selection of OCs and OPFOR. OCs and OPFOR are normally required for every FTX and for STXs when Multiple Integrated Laser Engagement Simulation (MILES) is used. It is difficult for a DISCOM headquarters to provide these from its own resources. When OCs and OPFOR must be provided from within the DISCOM, unit leaders may have to serve as the OCs for their units and the OPFOR may be selected from personnel or units not essential for attainment of the exercise objectives. Ideally, another DISCOM should provide OCs and OPFOR.

e. Preparation of Control Plan. Control plans are developed to coordinate the actions of training units, OPFOR, and OCs. A detailed control plan is prepared using a developed scenario. The control plan should consist of:

(1) Detailed schedules of OPFOR actions.

(2) Detailed instructions for the OPFOR.

(3) Detailed schedules of activities for units.

(4) OPORDs and fragmentary orders (FRAGOs) for friendly units. Normally, friendly unit actions are controlled through the issuance of OPORDs and FRAGOs.

f. Preparation of the Evaluation Plan. All training is evaluated, either internally or externally. The evaluation plan identifies the tasks to be evaluated, by whom, and at what time. The evaluation will consist of:

(1) Specific instructions for OCs.

(2) A sequential list of T&EOs to be evaluated by each OC.

(3) Detailed time schedule for evaluation and AARs.

3-7. MISSION OUTLINE. The mission outline is designed to show the relationship of the critical wartime mission to FTXs and STXs. It can help the commander and staff in preparation of training plans. Table 3-5 lists training and evaluation outlines for each STXs that combine into the DISCOM HQ FTX.

**HEADQUARTERS, DIVISION SUPPORT COMMAND
MISSION OUTLINE**

FTX -- SUPPORT DIVISION TACTICAL OPERATIONS

STX 63-6-E0001 -- Supervise Deployment	
Provide Command and Control	63-6-4042
Perform Risk Management Procedures	63-6-4326
Direct Deployment Alert Activities	63-6-4850
Establish the Emergency Operations Center	63-6-4851
Operate the Emergency Operations Center	63-6-4852
Supervise Deployment/Redeployment Activities	63-6-4853
Update Movement Plan/Order	63-6-4854
Coordinate Soldier Readiness Program Processing Support	63-6-4855
Provide Deployment Personnel and Administrative Services Support	63-6-4856
Coordinate Family Assistance Support	63-6-4857
Coordinate Deployment Training Support	63-6-4858
Perform Deployment Intelligence Support Functions	63-6-4859
Provide Deployment Logistics Support	63-6-4860
Perform Deployment Advance Party Activities	63-6-4861
Coordinate Onward Movement	63-6-4862
Coordinate Rear Detachment Support	63-6-4863
Perform Home Station Rear Detachment Activities	63-6-4864
Direct Integration Activities	63-6-4871
Plan Deployment in a Peacetime Environment	63-6-4872
Plan Command Deployment Upon Receipt of a Warning Order	63-6-4873
STX 63-6-E0002 -- Plan Logistics and Combat Health Services Support Operations	
Receive the Mission	63-6-4000
Conduct Mission Analysis	63-6-4001
Apply Intelligence Preparation of the Battlefield Doctrine and Techniques	63-6-4002
Develop Feasible Courses of Action	63-6-4003
Maintain Current Estimates of The Situation	63-6-4004
Analyze Feasible Courses of Action	63-6-4005
Prepare Operations Plan/Operations Order	63-6-4006
Prepare Annexes, Appendices, Enclosures, Tabs, and Overlays	63-6-4007
Develop Road Movement Order	63-6-4009
Develop Occupation Plan	63-6-4010
Plan Area Tactical Operations	63-6-4011
Provide Assistance For Planning Logistics and Combat Health Services Support	63-6-4012
Plan Base Cluster Operations	63-6-4013
Prepare Continuity of Operations Plan (COOP)	63-6-4022
Coordinate Internal Logistics	63-6-4023
Coordinate Bulk Class III Support	63-6-4024
Coordinate Class V Support	63-6-4025
Coordinate Maintenance Support	63-6-4026
Coordinate Class II, III (PKG), IV, and VII Support	63-6-4027
Coordinate Class I, VI, and Water Support	63-6-4028
Coordinate Combat Health Services Support	63-6-4029
Coordinate Transportation Support	63-6-4030
Coordinate Field Services Support	63-6-4031

STX 63-6-E0002 -- Plan Logistics and Combat Health Services Support Operations (cont)	
Provide Human Resources Support – Personnel Services	63-6-4039
Plan Support Operations	63-6-4133
Perform Risk Management Procedures	63-6-4326
STX 63-6-E0003 -- Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	
Develop Road Movement Order	63-6-4009
Develop Occupation Plan	63-6-4010
Supervise Advance/Quarterming Party Activities	63-6-4014
Coordinate Movement of Subordinate Elements	63-6-4017
Coordinate Transportation Support	63-6-4030
Operate the Tactical Support Area of the Logistics Operations Center	63-6-4035
Supervise Operations Security Program	63-6-4036
Supervise Nuclear, Biological, and Chemical Defense Operations	63-6-4037
Maintain Communications	63-6-4038
Provide Human Resources Support - Personnel Services	63-6-4039
Provide Command and Control	63-6-4042
Combat Battlefield Stress	63-6-4303
Perform Risk Management Procedures	63-6-4326
Update Movement Plan/Order	63-6-4854
Coordinate Onward Movement	63-6-4862
Direct Integration Activities	63-6-4871
STX 63-6-E0004 -- Supervise Establishment of Subordinate Elements' Bases and Facilities	
Plan Base Cluster Operations	63-6-4013
Establish Command Post (Forward)	63-6-4015
Establish Communications	63-6-4016
Supervise Establishment of Subordinate Elements and Headquarters	63-6-4018
Establish Logistics Operations Center and Administrative Areas	63-6-4019
Supervise Support Operations Subelement Functions	63-6-4021
Coordinate Internal Logistics	63-6-4023
Operate the Tactical Support Area of the Logistics Operations Center	63-6-4035
Supervise Operations Security Program	63-6-4036
Supervise Nuclear, Biological, and Chemical Defense Operations	63-6-4037
Maintain Communications	63-6-4038
Provide Human Resources Support - Personnel Services	63-6-4039
Provide Command and Control	63-6-4042
Establish the Common Operational Picture (COP)	63-6-4063
Conduct Division Support Operations	63-6-4120
Manage Class III and Water (Bulk)	63-6-4121
Manage Class V	63-6-4122
Manage Class VII (Property Book)	63-6-4123
Manage Class I, II, III (P), and IV	63-6-4124
Manage Class IX (Repair Parts) and Maintenance Activities	63-6-4125
Manage Armament and Combat Vehicle Maintenance Activities	63-6-4126
Manage Automotive-Ground Support Equipment Maintenance Activities	63-6-4127
Manage Communications and Electronics Equipment Maintenance Activities	63-6-4128
Manage Aviation and Missile Systems Maintenance Activities	63-6-4129
Manage CSS Automation Maintenance Activities	63-6-4131

Combat Battlefield Stress	63-6-4303
STX 63-6-E0004 -- Supervise Establishment of Subordinate Elements' Bases and Facilities (cont)	
Perform Risk Management Procedures	63-6-4326
STX 63-6-E0005 -- Direct Logistics and Combat Health Services Support Operations	
Operate the Logistics And Combat Health Services Support Area of the Logistics Operations Center	63-6-4020
Provide Foreign Nation Support Coordination	63-6-4032
Perform Assessment and Recovery Operations	63-6-4033
Coordinate Support for Regeneration Activities	63-6-4034
Operate the Tactical Support Area of the LOC	63-6-4035
Supervise Operations Security Program	63-6-4036
Maintain Communications	63-6-4038
Provide Personnel Services Support	63-6-4039
Provide Administrative Service Support	63-6-4040
Conduct Command Religious Support Program	63-6-4041
Provide Command and Control	63-6-4042
Provide Automation Support	63-6-4043
Manage Replacement of Weapons Systems	63-6-4046
Provide Intelligence Support	63-6-4048
Direct Area Damage Control Operations	63-6-4050
Conduct Division Support Operations	63-6-4120
Manage Class III and Water (Bulk)	63-6-4121
Manage Class V	63-6-4122
Manage Class VII (Property Book)	63-6-4123
Manage Class I, II, III (P), and IV	63-6-4124
Manage Class IX (Repair Parts) and Maintenance Activities	63-6-4125
Manage Armament and Combat Vehicle Maintenance Activities	63-6-4126
Manage Automotive-Ground Support Equipment Maintenance Activities	63-6-4127
Manage Communications and Electronics Equipment Maintenance Activities	63-6-4128
Manage Aviation and Missile Systems Maintenance Activities	63-6-4129
Manage CSS Automation Maintenance Activities	63-6-4131
Manage Distribution Systems	63-6-4134
Combat Battlefield Stress	63-6-4303
Perform Risk Management Procedures	63-6-4326
STX 63-6-E0006 -- Manage Distribution Systems	
Operate the Logistics and Combat Health Services Support Area of the Logistics Operations Center	63-6-4020
Provide Foreign Nation Support Coordination	63-6-4032
Perform Assessment and Recovery Operations	63-6-4033
Coordinate Support for Regeneration Activities	63-6-4034
Maintain Communications	63-6-4038
Provide Automation Support	63-6-4043
Manage Replacement of Weapons Systems	63-6-4046
Conduct Division Support Operations	63-6-4120
Manage Class III and Water (Bulk)	63-6-4121
Manage Class V	63-6-4122
Manage Class VII (Property Book)	63-6-4123
Manage Class I, II, III (P), and IV	63-6-4124
Manage Class IX (Repair Parts) and Maintenance Activities	63-6-4125

Manage Armament and Combat Vehicle Maintenance Activities	63-6-4126
Manage Automotive-Ground Support Equipment Maintenance Activities	63-6-4127
STX 63-6-E0006 -- Manage Distribution Systems	
Manage Communications and Electronics Equipment Maintenance Activities	63-6-4128
Manage Aviation and Missile Systems Maintenance Activities	63-6-4129
Manage CSS Automation Maintenance Activities	63-6-4131
Manage Distribution Systems	63-6-4134
Combat Battlefield Stress	63-6-4303
Perform Risk Management Procedures	63-6-4326
STX 63-6-E0007 -- Coordinate Force Protection Activities	
Plan Area Tactical Operations	63-6-4011
Plan Base Cluster Operations	63-6-4013
Operate Tactical Support Area of the Logistics Operations	63-6-4035
Supervise Operations Security Program	63-6-4036
Supervise Nuclear, Biological, and Chemical Defense Operations	63-6-4037
Maintain Communications	63-6-4038
Conduct Command Religious Support Program	63-6-4041
Provide Command and Control	63-6-4042
Operate Rear Tactical Operations Center	63-6-4047
Provide Intelligence Support	63-6-4048
Direct Response to Threat Actions	63-6-4049
Direct Area Damage Control Operations	63-6-4050
Combat Battlefield Stress	63-6-4303
Perform Risk Management Procedures	63-6-4326
STX 63-6-E0008 -- Supervise Redeployment of Subordinate Elements to Home Station	
Combat Battlefield Stress	63-6-4303
Perform Risk Management Procedures	63-6-4326
Supervise Deployment/Redeployment Activities	63-6-4853
Update Movement Plan/Order	63-6-4854
Coordinate Reconstitution for Redeployment	63-6-4865
Prepare Redeployment Movement Plan/Order	63-6-4866
Provide Redeployment Support	63-6-4867
Perform Redeployment Advance Party Activities	63-6-4868
Perform Theater Rear Detachment Activities	63-6-4869
Coordinate Home Station Activities	63-6-4870
Plan Redeployment	63-6-4874

Table 3-5. Mission Outline for the Headquarters, Division Support Command

Chapter 4 Training Exercises

4-1. GENERAL. Training exercises are used to train personnel in the performance of collective tasks. This MTP contains two types of exercises: A Field Training Exercise (FTX) and its associated Situational Training Exercises (STXs). These exercises have been designed to assist the DISCOM Commander in developing, sustaining, and evaluating the overall mission proficiency of his headquarters elements. There are eight (8) STXs identified for the DISCOM headquarters. Table 4-1 below lists the FTX and STXs found in this MTP.

Table 4-1. List of Exercises		
Mission Number	Title	Page
FTX	Support Division Tactical Operations	4-3
63-6-E0001	Supervise Deployment	4-15
63-6-E0002	Plan Logistics and Combat Health Services Support Operations	4-20
63-6-E0003	Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources	4-26
63-6-E0004	Supervise Establishment of Subordinate Elements' Bases and Facilities	4-31
63-6-E0005	Direct Logistics and Combat Health Services Support Operations	4-36
63-6-E0006	Manage Distribution Systems	4-42
63-6-E0007	Coordinate Force Protection Activities	4-50
63-6-E0008	Supervise Redeployment of Subordinate Elements to Home Station	4-56

4-2. FIELD TRAINING EXERCISE. The FTX is designed to provide a training method for the DISCOM to train its personnel to perform its overall critical wartime mission. This FTX provides a logical sequence for the performance of tasks previously trained in the STXs. The overall critical wartime mission, Support Division Tactical Operations, provides the FTX orientation for HQ, DISCOM training. This FTX should be conducted when the supported division is also conducting an FTX.

4-3. SITUATIONAL TRAINING EXERCISE. The STX is a short, scenario-driven, mission-oriented tactical exercise used to train a group of closely related and collective tasks. The commander may modify the STX based on local METT-TC and available personnel and equipment. The STX provides the information for training personnel to perform the missions, which make up the overall critical wartime mission. The STX performs the following functions:

- a. Provides repetitive training on unit missions.
- b. Allows the commander to focus training on identified weaknesses.
- c. Allows the DISCOM to practice each supporting mission before performing the critical wartime mission.
- d. Saves time by providing information needed to develop a method for training.

4-4 SAFETY. During any training exercise, soldiers and leaders must be safety conscious. Evaluators and trainers have the responsibility to ensure that all training is conducted within established safety constraints. Prior to each exercise, all personnel will be briefed on specific safety measures to be taken during execution. See Chapter 1, Paragraph 1-8 for specific safety concerns and details on risk management.

4-5. VISUALIZATION.

a. Battle command is the exercise of command in operations against a hostile, thinking enemy. Skilled judgment gained from practice, reflection, study, experience, and intuition often guides it. The art of command lies in conscious and skillful exercise of command authority through visualization, decision making, and leadership. Using judgment acquired from experience, training, study, and creative thinking, commanders visualize the situation and make decisions. In unclear situations, informed intuition may help commanders make effective decisions by bridging gaps in information. Through the art of command, commanders apply their values, attributes, skills, and actions to lead and motivate their soldiers and units. Well-led units succeed in training and accomplish their missions. As the senior leaders of organizations, commanders apply the leadership element of combat power. Subordinate commanders and small unit leaders reinforce it. Battle command includes the following:

- Assigning missions.
- Prioritizing and allocating resources.
- Selecting the critical time and place to act.
- Knowing how and when to make adjustments during the fight.

b. Battlefield visualization is the mental process that supports the commander's decision making process and his ability to anticipate support requirements. Using a vision of proposed combat support allows the commander to know when, and if a decision should be made. Battlefield visualization is a continuous process that commences with the receipt of a warning order and continues through the end of an operation.

c. Digital information enablers provide the commander with a vertical and horizontal common operational picture. Digital systems enhance the commander's ability to understand the current state of friendly and enemy forces. Using these systems, the commander can extend his knowledge of friendly and enemy forces beyond just knowing their physical location to also knowing environmental, readiness, and human factors. This includes the ability to see and understand the dynamic relationship between supporters and supported as the commander leads his subordinate elements through the sequence of events.

d. As indicated above, available digital information systems enhance the commander's situational understanding by providing him with an unprecedented level of friendly and enemy information. Commanders must recognize that the common operational picture, produced by a myriad of digital information systems, represents both known and estimated information and is possibly flawed by human input. The commander should tailor this information with his judgment, intuition, and experience.

**HEADQUARTERS, DIVISION SUPPORT COMMAND
FIELD TRAINING EXERCISE (FTX)
SUPPORT DIVISION TACTICAL OPERATIONS**

1. Objective. This FTX is designed to provide DISCOM headquarters staff and key leaders with training in their critical wartime mission: Support Division Tactical Operations. The Headquarters must become proficient in the supervision of: strategic deployment of subordinate elements to a new theater of operations', supervision of the relocation of subordinate elements and sustainment resources, and the establishment of subordinate elements' bases and facilities. The HQ, DISCOM must also be proficient in planning and directing logistics and combat health services support operations and managing distribution systems for division and attached elements, coordinating force protection activities; and supervising redeployment of subordinate elements to home station.

2. Interface.

a. This FTX supports the DISCOM HQ FTX - Support Division Tactical Operations.

b. Training the following DISCOM STXs supports this FTX:

- | | | |
|-----|-----------------|--|
| (1) | STX 63-6-E0001 | Supervise Deployment. |
| (2) | STX 63-6-E0002 | Plan Logistics and Combat Health Services Support Operations. |
| (3) | STX 63-6-E0003 | Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources. |
| (4) | STX 63-6-E0004 | Supervise Establishment of Subordinate Elements' Bases and Facilities. |
| (5) | STX 63-6-E0005 | Direct Logistics and Combat Health Services Support Operations. |
| (6) | STX 63-6-E0006 | Manage Distribution Systems. |
| (7) | STX 63-6-E0007 | Coordinate Force Protection Activities. |
| (8) | STX 63-6-E0008, | Supervise Redeployment of Subordinate Elements to Home Station. |

c. This FTX is supported by training in the following Battalion FTXs.

- | | |
|-----|---|
| (1) | Support Brigade Combat Operations (Forward Support Battalion). |
| (2) | Support Aviation Brigade, Cavalry Squadron, and Attached Elements (Aviation Support Battalion). |
| (3) | Support Division Support Area (Division Support Battalion). |

3. Training Enhancers.

a. The training matrices in Chapter 2 show the collective tasks that must be mastered in order to perform HQ, DISCOM missions. Training that emphasizes the following activities will improve HQ, DISCOM's ability to perform its missions:

- (1) Supervising deployment of subordinate units.
- (2) Planning, coordinating, directing, and managing logistics and combat health services support operations.
- (3) Maintaining situational awareness of distribution systems that provide location/configuration total asset visibility (TAV) (intransit and area of operation) and overall connectivity to supported units, adjacent units, and higher headquarters.
- (4) Planning, coordinating, and managing divisional distribution systems.
- (5) Coordinating the relocation and establishment of subordinate units in a new area.
- (6) Coordinating Rear Operations Cell (ROC) activities in defense of subordinate elements and sustainment resources.
- (7) Planning and coordinating the redeployment of subordinate elements to home station.

b. The Division and attached elements are dependent on the DISCOM for combat service support. The DISCOM training cycle should be synchronized with subordinate units and supported units. It is important to develop a habitual relationship and closely coordinate annual training plans between and among organizations of the DISCOM, combat elements, and combat support elements of the division. This training may be conducted in garrison or the local training area (LTA) by the following methods:

- (1) Map exercise (MAPEX) combined with a sand table exercise.
- (2) Training exercise without troops (TEWT).
- (3) Communications Exercise (COMEX)/Situational Awareness Exercise. These exercises are used to practice battle command information procedures and operations, as well as logistics and combat health services support operations. Units practice mission tasks using appropriate automation systems, to include using Combat Service Support Control System (CSSCS), Force XXI Battle Command, Brigade and Below (FBCB2), Movement Tracking System (MTS) and other battlefield functional area control systems (BFACS), and logistics and medical standard army management information systems (STAMIS). The HQ, DISCOM should practice continuity of operations (COOP) techniques and procedures in order to develop manual procedures for use in the event of automation failure or disruption due to enemy action.
- (4) Command field exercises (CFXs) are similar to FTXs, with reduced unit and vehicle density, but with full C2, CS, and CSS elements (e.g., the platoon leader in his vehicle represents the entire platoon). CFXs are excellent vehicles for training leaders and staff with full command, control, communications, and logistical systems.
- (5) Digital TOC Exercise (TOCEX). These exercises allow the unit to establish the common operational picture, practice battle command information procedures and operations, and integrated supply and transportation operations using Force XXI Battle Command Brigade and Below (FBCB2), Movement Tracking Systems (MTS), other digital enablers, and logistics STAMIS. The unit should practice contingency operations plan (CONOPS) techniques and procedures in order to develop

manual procedures for use in the event of automation or digital communications failure or total or partial disruption due to enemy action.

The DISCOM Headquarters' C4ISR system (see Figure 4-1) will use:

- Distributed databases (multiple and netted databases that provide access to all relevant information, tailorable to mission needs, for building a common picture).
- Collaborative planning (multi-echelon, parallel, simultaneous).
- Global networking (ability to access any relevant information in the Global Information Infrastructure).
- Virtual staffing (bringing together organic and non-organic elements, independent of locations, to form ad-hoc, electronically linked staffs).
- Enhanced mission planning & rehearsal.
- Decision support and COA tools that facilitate simultaneous execution and COA development to include adaptation of plans already in action in near-real time.
- Intuitive, non-traditional man-machine interfaces (e.g., voice activation and recognition, visual cueing, touch-screen manipulation).
- Tailorable, user settable, profiles (adaptable to the commander and organization's critical information requirements).
- "Smart push and responsive pull" (allowing for the right information to get to the right person at the right place and at the right time).
- Auto-synchronization of all elements of combat power both traditional and nontraditional (tools and procedures that will enable synchronization in near-real time/real time for adaptive mission planning and execution – e.g., integrated fire control).
- Advanced information management and information operations.

c. Training will be further enhanced by establishing an aggressive spirit in leaders and subordinate units, and developing cohesiveness and trust between the supporting DISCOM and the supported units. These attributes will be fostered by the following activities:

(1) Aggressive DISCOM sports and physical fitness program. Such activity should be conducted with members of subordinate DISCOM elements.

(2) Leader or individual confidence courses.

(3) Appropriate training films (CSS and combat) that have a positive, aggressive effect on the soldiers.

(4) Awareness of division heritage.

(5) Partnership activity and training exchange programs between and among members of the DISCOM and maneuver brigades and division troops. For example, the combat arms and combat support units have the expertise to teach combat and combat support related skills to members of the DISCOM. The DISCOM, in turn, has the capability to teach logistics and combat health

services support related skills to members of combat and combat support units. Such activity will foster the mutual respect and trust needed on future non-linear battlefields.

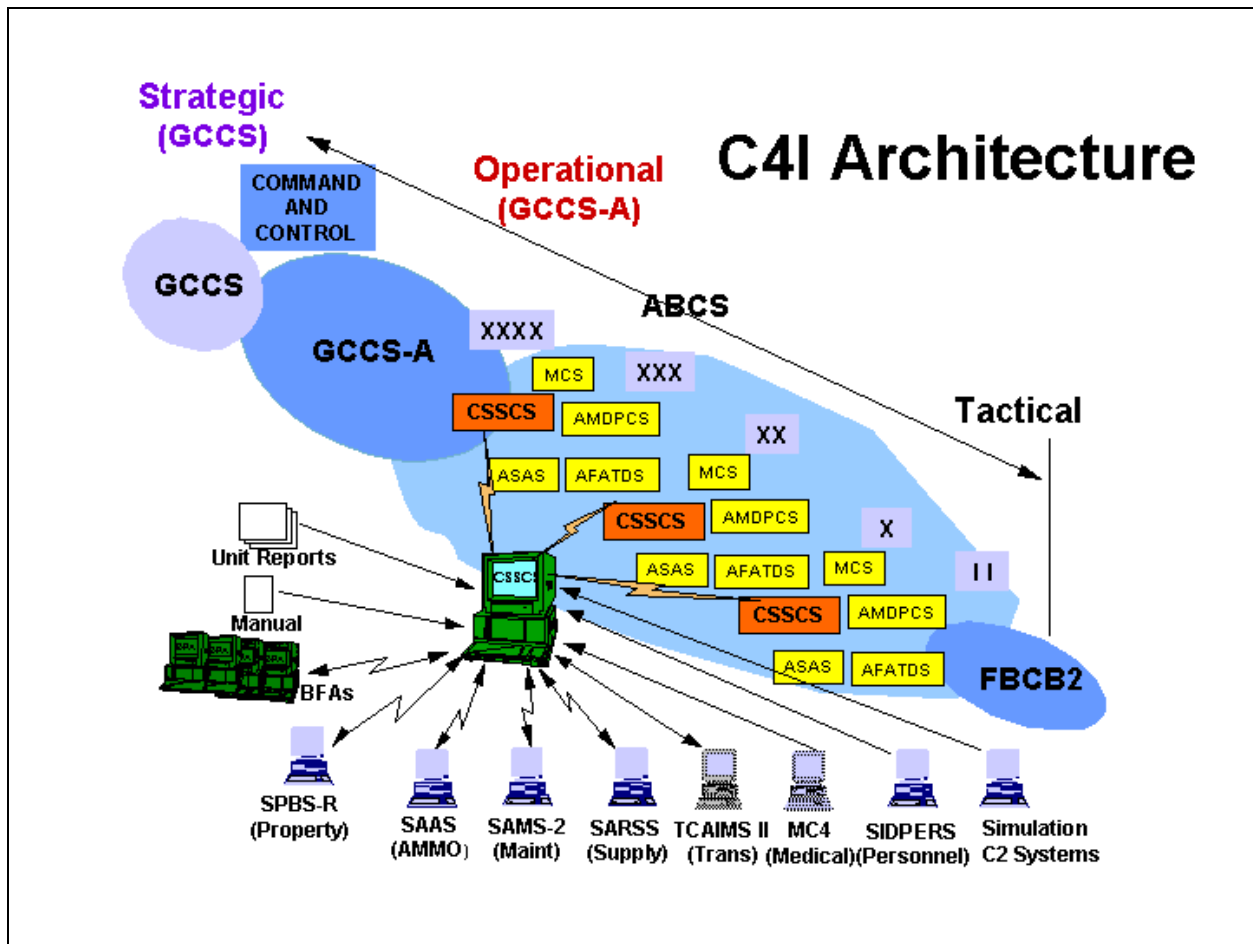


Figure 4-1. Army C4I Architecture

d. This exercise begins with the receipt of a warning order and ends after restoration of the DISCOM to home station or mobilization site. Figure 4-2 illustrates the general sequence of task performances in this exercise. Table 4-2 is a suggested scenario.

c. This exercise may be conducted under several options. These options are not all-inclusive, and can be exercised in various combinations.

- (1) Conditional options, in support of:
 - (a) Support offensive operations.
 - (b) Support defensive operations.
 - (c) Support retrograde operations.
 - (d) Day, night, or NBC operations.
 - (e) Support and stability operations.

(2) Operational options.

(a) Coordinate Force Protection Activities: Plan Rear Area Operations, Plan DISCOM Area Tactical Operations, and Direct Responses to Threat Actions.

(b) Coordinate Logistics and Combat Health Services Support Operations: Plan Logistics and Combat Health Services Support Operations, Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources, Supervise Establishment of Subordinate Elements' Bases and Facilities, Direct Logistics and Combat Health Services Support Operations, and Manage Distribution Systems.

(c) Coordinate Force Projection Operations: Coordinate DISCOM Strategic Deployment Operations, Onward Movement and DISCOM Redeployment Operations.

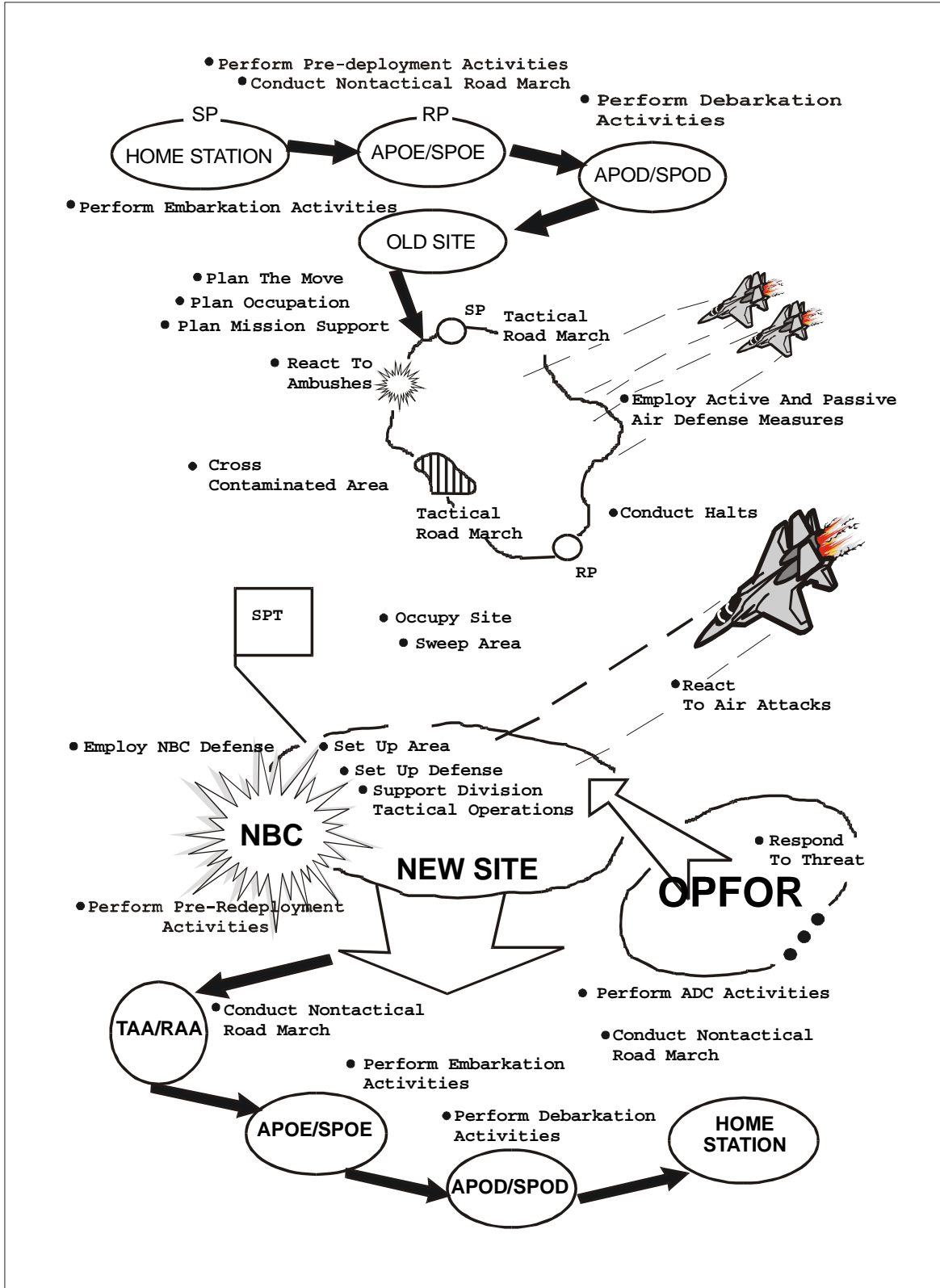


Figure 4-2. General Scenario Illustration

**Table 4-2. Headquarters, Division Support Command FTX,
Support Division Tactical Operations**

EVENT	ACTION	ESTIMATED TIME	
1.	Receive warning order		10 min
2.	Direct pre-deployment alert activities		10 min
3.	Establish the emergency operations center	2 hrs	
4.	Operate the emergency operations center	10 hrs	
5.	Supervise DISCOM deployment activities	3 hrs	
6.	Coordinate Soldier Readiness Program support	3 hrs	
7.	Provide deployment personnel and administrative services support	4 hrs	
8.	Coordinate family assistance plan	2 hrs	
9.	Coordinate deployment training support	2 hrs	
10.	Provide deployment intelligence support functions	2 hrs	
11.	Provide deployment logistics support	8 hrs	
12.	Update movement plan/order	1 hr	
13.	Coordinate rear detachment support	2 hrs	
14.	Perform home station rear detachment activities	2 hrs	
15.	Coordinate movement of subordinate elements to aerial and sea ports	1 hr	
16.	Perform deployment advance party activities	4 hrs	
17.	AAR	1 hr	
18.	Perform DISCOM advance/quartermaster party activities	4 hrs	
19.	Coordinate Theater Assembly Area	2 hrs	
20.	Coordinate onward movement	1 hr	
21.	Establish DISCOM command post (forward)	2 hrs	
22.	Conduct mission analysis	1 hr	
23.	Prepare estimates	1 hr	
24.	Prepare operational/commander's estimate	1 hr	
25.	Prepare OPLAN/OPORD and annexes	1 hr	
26.	Plan the relocation of bases and sustainment resources	2 hrs	
27.	Supervise the relocation of subordinate elements, sustainment resources, and DISCOM HQ	4 hrs	
28.	Supervise the establishment of subordinate elements' bases and facilities	6 hrs	
29.	AAR	1 hr	
30.	Support division tactical operations (*includes 31, 32 and 33)	88 hrs	
31.	*Plan logistics and CHS support operations	16hrs	
32.	*Direct logistics and CHS support operations	36 hrs	
33.	*Manage distribution systems	36 hrs	
34.	AAR	1 hr	
35.	Coordinate force protection activities	8 hrs	
36.	Defend against Level II/III attack	2 hrs	
37.	Hand over battle to a TCF		45 min
38.	Coordinate DSA ADC operations	1 hr	30 min
39.	AAR	1 hr	

**Table 4-2. Headquarters, Division Support Command FTX,
Support Division Tactical Operations**

EVENT	ACTION	ESTIMATED TIME	
40.	Receive warning order for redeployment		15 min
41.	Coordinate reconstitution of the DISCOM for deployment	2 hrs	
42.	Coordinate turn in of excess sustainment stocks	1 hr	
43.	Prepare redeployment movement plan/order	1 hr	
44.	Supervise DISCOM redeployment activities	2 hrs	
45.	Coordinate redeployment support	2 hrs	
46.	Coordinate redeployment advance party activities	2 hrs	
47.	Coordinate theater rear detachment activities	2 hrs	
48.	Coordinate home station activities	2 hrs	
49.	AAR	2 hrs	
Total Hours 101 hrs 35 min			
NOTE 1: Events will be performed to standard, not time limitation. The time required to train an event will vary based on METT-TC factors and the training proficiency of the unit.			
NOTE 2: Additional time is required if large portions of the exercise are conducted at night, under limited visibility or under MOPP conditions.			
NOTE 3: Time must be added to this exercise (sleeping time, eating time, and travel time to and from the training area).			
* Indicates time is not added to the total time because tasks are performed simultaneously with other tasks.			

4. General Situation.

a. The multifunctional DISCOM plans and directs logistics and combat health services support, and manage distribution systems to support division tactical operations. The DISCOM commander is the division commander's battle logistician. The headquarters staff is charged with supervising the strategic deployment of subordinate elements to new theaters of operations. It is responsible for planning logistics, combat health services support operations, and distribution systems; relocating and establishing subordinate units and sustainment resources in a new area; directing logistics and combat health services support operations; and managing distribution systems in support of the division. It is also responsible for coordinating force protection activities and strategic redeployment of the DISCOM to home station.

b. The division has been alerted for strategic deployment to a potentially hostile country. The HQ, DISCOM must deploy to provide command and control to subordinate and attached logistics and combat health services support units, plan and direct logistics and combat health services support operations, and manage distribution systems to support division tactical operations. HQ, DISCOM personnel will deploy by air. Equipment will deploy by both sea and air. OPFOR is capable of inflicting Levels I, II, and III attacks and employing weapons of mass destruction at sea and aerial ports of debarkation, staging and marshaling areas, and along main supply routes. HQ, DISCOM is prepared for OPFOR activity during reception, staging, onward movement and integration (RSO&I) operations, establishment of subordinate elements' bases and facilities and during logistics and combat health services support operations. HQ, Division will provide guidance to the HQ, DISCOM when a level II/III threat is anticipated. Upon notification of a Level II/III attack, HQ, DISCOM will cease logistics operations

and coordinate force protection activities within the DISCOM tactical area and subsequent battle hand over to Military Police (MP) units or a tactical combat force (TCF).

c. This exercise is conducted under all environmental conditions, both day and night. The DISCOM will operate under threat of enemy assault by weapons of mass destruction, ground or air attack, indirect conventional fires, and electronic warfare.

d. The HQ, DISCOM should be prepared to relocate subordinate elements forward or laterally, as required, by "leapfrogging" while continuing to provide required logistics and combat health services support to the division.

e. The HQ, DISCOM should be prepared to relocate at least once every 72 hours.

5. Special Situation.

a. The Division commander has issued the following warning order:

"Be prepared to deploy the DISCOM to ----- vicinity -----, coordinates ----- and establish subordinate elements' bases and facilities to support division tactical operations. Be prepared to support division and attached elements within ----- hours of arrival. Coordinate with Division G4 on logistics and combat health services support requirements and EAD distribution systems to support the division and the G3 for the task organization. Priority of support will initially go to the --- Brigade."

b. The DISCOM commander issues the following instructions to his staff.

"We are being deployed to support the division and attached elements in ----- vicinity -----, coordinates ----- and must be prepared to support division tactical operations within ----- hours of arrival. Priority of support is to ---- Brigade. Get with the G3 on division task organization and the G4 for logistics and CHS requirements and EAD distribution systems to support the division. Begin your process for deploying subordinate and attached elements to a new theater of operations, planning logistics and combat health services support operations, establishing subordinate elements and facilities, directing logistics and combat health services support operations, managing distribution systems, relocating subordinate elements and sustainment resources, and coordinating force protection activities. Are there any questions? This exercise will begin with receipt of a warning order from me and end upon notification from me."

6. Support Requirements.

a. Minimum Trainers and OCs. This exercise, if internal, will be conducted by the commander, who will also be the trainer and the senior internal OC. If possible, there should be an OC with each staff section and subordinate unit. At least one other OC is required with the OPFOR.

b. Vehicles/Communications. Vehicles and communications equipment are needed for each OC and the primary trainer. Radios and digital means of communications are required for OPFOR vehicles during operations. Each OC reports directly to the primary trainer.

c. Opposing Force. An OPFOR company (+) is required to simulate Level II/III threat activities. The OPFOR should be well trained in patrol, assault, and guerrilla tactics and should have specific missions in the DSA. MILES can be used by the controller to assess damage and casualties to DISCOM units.

d. Maneuver Area. Depending on local training conditions, a training area with minimum dimensions of 20 by 20 kilometers is desired. A road network is required that allows a road march of at least 30 kilometers.

e. Master Incident List (MIL). During the FTX, MIL items should be continually fed into proper channels. Input from maneuver brigades, FSB, ASB, DSB, divisional troops, EAD, and OPFOR causes responses from the DISCOM staff. A major purpose of this FTX is to drive DISCOM staff and subordinate units to a simulated combat level of support requirements. The appropriate Battlefield Functional Area Control System (BFACS) should serve as the primary vehicle to input items from the MIL.

f. Consolidated Support Requirements. DISCOM support requirements can be calculated by adding the sum of the requirements for each subordinate unit STX and the requirements for the Headquarters and Headquarters Company (HHC) when these elements participate. Table 4-3 shows the suggested support requirements for this FTX

7. Training and Evaluation Outline Sequence. Table 4-3 lists the T&EOs to be used by the OCs.

Table 4-3. T&EOs for evaluating this FTX, Support Division Tactical Operations		
Task	Task Number	Page
Receive the Mission	63-6-4000	5-183
Conduct Mission Analysis	63-6-4001	5-186
Apply Intelligence Preparation of the Battlefield Doctrine and Techniques	63-6-4002	5-189
Develop Feasible Courses of Action	63-6-4003	5-191
Maintain Current Estimates of the Situation	63-6-4004	5-193
Analyze Feasible Courses of Action	63-6-4005	5-195
Prepare Operations Plan/Order	63-6-4006	5-198
Prepare Annexes, Appendices, Enclosures, Tabs, and Overlays	63-6-4007	5-201
Develop Road Movement Order	63-6-4009	5-203
Develop Occupation Plan	63-6-4010	5-207
Plan Area Tactical Operations	63-6-4011	5-69
Provide Assistance for Supported Command's Logistics Planning	63-6-4012	5-86
Plan Base Cluster Operations	63-6-4013	5-71
Supervise Advance/Quarterming Party Activities	63-6-4014	5-7
Establish Command Post (Forward)	63-6-4015	5-10
Establish Communications	63-6-4016	5-209
Coordinate Movement of Subordinate Elements	63-6-4017	5-12
Supervise Establishment of Subordinate Elements and Headquarters	63-6-4018	5-14
Establish Logistics Operations Center and Administrative Areas	63-6-4019	5-16
Operate the Logistics Support Area of the Logistics Operations Center	63-6-4020	5-90
Supervise Support Operations Subelement Functions	63-6-4021	5-93
Prepare Continuity of Operations Plan (COOP)	63-6-4022	5-95
Coordinate Internal Logistics	63-6-4023	5-97
Coordinate Bulk Class III Support	63-6-4024	5-100
Coordinate Class V Support	63-6-4025	5-103
Coordinate Maintenance Support	63-6-4026	5-106
Coordinate Class II, III (P), IV, VII, and IX Support	63-6-4027	5-109
Coordinate Class I, VI, and Water Support	63-6-4028	5-112
Coordinate Combat Health Support	63-6-4029	5-114
Coordinate Transportation Support	63-6-4030	5-117
Coordinate Field Services Support	63-6-4031	5-119
Provide Foreign Nation Support Coordination	63-6-4032	5-121
Perform Assessment and Recovery Operations	63-6-4033	5-123
Coordinate Support for Regeneration Activities	63-6-4034	5-125
Operate the Tactical Support Area of the Logistics Operations Center	63-6-4035	5-74
Supervise Operations Security Program	63-6-4036	5-76
Supervise Nuclear, Biological, and Chemical Defense Operations	63-6-4037	5-78

Table 4-3. T&EOs for evaluating this FTX, Support Division Tactical Operations (cont)		
Task	Task Number	Page
Maintain Communications	63-6-4038	5-212
Provide Human Resources Support – Personnel Services	63-6-4039	5-127
Provide Human Resources Support - Administrative Services	63-6-4040	5-130
Conduct Command Religious Support Program	63-6-4041	5-132
Provide Command and Control	63-6-4042	5-215
Provide Automation Support	63-6-4043	5-134
Manage Replacement of Weapons Systems	63-6-4046	5-136
Operate Rear Tactical Operations Center	63-6-4047	5-82
Provide Intelligence Support	63-6-4048	5-5
Direct Response to Threat Actions	63-6-4049	5-84
Direct Area Damage Control Operations	63-6-4050	5-138
Establish the Common Operational Picture (COP)	63-6-4063	5-217
Conduct Division Support Operations	63-6-4120	5-140
Manage Class III and Water (Bulk)	63-6-4121	5-143
Manage Class V	63-6-4122	5-145
Manage Class VII (Property Book)	63-6-4123	5-147
Manage Class I, II, III (P), and IV	63-6-4124	5-149
Manage Class IX (Repair Parts) and Maintenance Activities	63-6-4125	5-151
Manage Armament and Combat Vehicle Maintenance Activities	63-6-4126	5-157
Manage Automotive-Ground Support Equipment Maintenance Activities	63-6-4127	5-161
Manage Communications and Electronics Equipment Maintenance Activities	63-6-4128	5-165
Manage Aviation and Missile Systems Maintenance Activities	63-6-4129	5-168
Manage CSS Automation Maintenance Activities	63-6-4131	5-172
Plan Support Operations	63-6-4133	5-176
Manage Distribution Systems	63-6-4134	5-178
Combat Battlefield Stress	63-6-4303	5-220
Perform Risk Management Procedures	63-6-4326	5-181
Direct Deployment Alert Activities	63-6-4850	5-18
Establish the Emergency Operations Center (EOC)	63-6-4851	5-20
Operate the Emergency Operations Center (EOC)	63-6-4852	5-22
Supervise Deployment/Redeployment Activities	63-6-4853	5-24
Update Movement Plan/Order	63-6-4854	5-27
Coordinate Soldier Readiness Program Processing Support	63-6-4855	5-29
Provide Deployment Personnel and Administrative Services Support	63-6-4856	5-31
Coordinate Family Assistance Support	63-6-4857	5-34
Coordinate Deployment Training Support	63-6-4858	5-36
Perform Deployment Intelligence Support Functions	63-6-4859	5-38
Provide Deployment Logistics Support	63-6-4860	5-40
Perform Deployment Advance Party Activities	63-6-4861	5-43
Coordinate Onward Movement	63-6-4862	5-45
Coordinate Rear Detachment Support	63-6-4863	5-47
Perform Home Station Rear Detachment Activities	63-6-4864	5-49
Coordinate Reconstitution for Redeployment	63-6-4865	5-51
Prepare Redeployment Movement Plan/Order	63-6-4866	5-53
Provide Redeployment Support	63-6-4867	5-55
Perform Redeployment Advance Party Activities	63-6-4868	5-58
Perform Theater Rear Detachment Activities	63-6-4869	5-60
Coordinate Home Station Activities	63-6-4870	5-62
Direct Integration Activities	63-6-4871	5-65

**Table 4-3. T&EOs for evaluating this FTX,
Support Division Tactical Operations (cont)**

Task	Task Number	Page
Plan Command Deployment in a Peacetime Environment	63-6-4872	5-67
Plan Command Deployment Upon Receipt of a Warning Order	63-6-4873	5-222
Plan Command Redeployment	63-6-4874	5-224

**HEADQUARTERS, DIVISION SUPPORT COMMAND
SITUATIONAL TRAINING EXERCISE
SUPERVISE DEPLOYMENT
STX 63-6-E0001**

1. Objective. This STX is designed to train the DISCOM staff and key leaders in supervising the deployment of subordinate elements to a new theater of operations. This STX also provides the commander and key leaders and staff with practice in planning, controlling, and coordinating subordinate DISCOM elements' deployment activities. The HQ, DISCOM must become proficient in planning and preparing subordinate units for force projection operations.

2. Interface.

a. This STX supports the DISCOM FTX - Support Division Tactical Operations.

b. This STX is supported by the Battalion-level STX - Supervise Deployment.

c. This STX can be used to plan and implement the deployment of subordinate elements to a new theater of operations as part of a CPX or FTX. If this STX is used with all or some subordinate elements, the corresponding battalion STX should be trained prior to the DISCOM exercise.

3. Training.

a. Leader Training.

(1) This STX can be used to plan and implement deployment (land, sea, or air) of the DISCOM as a part of an FTX or CPX.

(2) During classroom activities, the use of the TSOP and the responsibilities and procedures outlined in FMs 55-9, 55-10, 55-65, 63-2-2 and 100-17 series; and ARs 220-10, 700-84 and 750-1 should be discussed. The T&EOs listed in this STX should also be reviewed.

(3) The leader should use a map of the location where the STX is to be conducted and a sand table model to match the actual terrain, if possible.

(4) Command Post Exercises (CPXs), Command Field Exercises (CFXs), and TEWTs provide ground training for leaders. STXs support such exercises. Situational awareness should be maintained throughout this STX using the real time capability of BFACS architecture.

(5) Simulations and games are developed to teach leaders as part of a continuing officer and NCO development program. They are also used to exercise command, control, and situational awareness at various command and staff levels.

(6) Tips for leader training.

(a) Leaders should familiarize themselves with the procedures for planning and executing deployment operations.

(b) Leaders should conduct a personal reconnaissance of the training area where deployment activities will take place.

(c) Leaders should review the DISCOM and higher echelon deployment SOPs.

b. Tips for Training.

(1) After the DISCOM demonstrates proficiency for the tasks in Table 4-4, this STX can be trained under several options.

- (a) Inclement weather.
- (b) Various DISCOM category levels.
- (c) Different modes of transportation.
- (d) Numerous incremental movements.
- (e) With or without NBC conditions.
- (f) Day or night.

(2) The HQ, DISCOM must become proficient in the doctrine and TTP of planning and supervising deployment activities before attempting more complex options.

(3) After proficiency in this STX is reached, the DISCOM sustains proficiency by executing this STX as part of an FTX.

4. Training Enhancers.

a. The commander, in coordination with Division staff, secures deployment guidance, orders, pertinent plans, and SOPs. The commander also reviews deployment contingency plans.

b. Subordinate unit commanders update unit deployment plans in coordination with HQ, DISCOM and installation support elements.

c. The Division G3 provides DISCOM with the deployment sequence.

d. Unless otherwise approved by the senior OC, all reports and recommendations should be provided in hard copy to the senior trainer for evaluation.

e. This exercise begins with the receipt of a deployment warning order and ends when the DISCOM is established in the theater of operations. AARs are conducted as shown in Table 4-4. This table includes a suggested scenario.

Table 4-4. Headquarters, Division Support Command STX 63-6-E0001, Supervise Deployment			
EVENT	ACTION	ESTIMATED TIME	
1.	Plan DISCOM deployment (in peacetime environment)	4 hrs	
2.	Receive notification		10 min
3.	Verify notification		10 min
4.	Receive commander's guidance		40 min
5.	Plan DISCOM deployment	4 hrs	
6.	Direct deployment alert activities	2 hrs	
7.	Operate the emergency operations center	3 hrs	
8.	Supervise DISCOM pre-deployment activities	2 hrs	
9.	*Coordinate Soldier Readiness Program support	2 hrs	

**Table 4-4. Headquarters, Division Support Command STX 63-6-E0001,
Supervise Deployment (continued from previous page)**

EVENT	ACTION	ESTIMATED TIME	
10.	*Coordinate deployment personnel services and administrative services support	2 hrs	
11.	*Coordinate family assistance plan	2 hrs	
12.	*Coordinate deployment training support	3 hrs	
13.	Provide deployment intelligence support functions	3 hrs	
14.	Provide deployment logistics support	2 hrs	
15.	Receive movement order		30 min
16.	Coordinate rear detachment support	2 hrs	
17.	Perform home station rear detachment activities	2 hrs	
18.	Coordinate movement of subordinate elements	2 hrs	
19.	Perform deployment advance party activities	2 hrs	
20.	Coordinate APOE/SPOE activities	2 hrs	
21.	Coordinate embarkation activities	2 hrs	
22.	AAR	1 hr	
23.	Coordinate debarkation activities	2 hrs	
24.	Coordinate staging area activities	1 hr	
25.	Receive movement order		30 min
26.	Coordinate movement of subordinate elements	2 hrs	
27.	Perform deployment advance party activities	1 hr	
28.	Final AAR		
Total Time: 41 hrs			
NOTE 1: Events will be trained to standard, not time limitations. The time required to train an event will vary based on METT-TC factors and the training proficiency of the unit.			
NOTE 2: Some events are accomplished concurrently while others occur in sequence.			
* Indicates time is not added to the total time because tasks are performed simultaneously.			

5. General Situation.

- a. The DISCOM is currently at home station. The DISCOM is under the command and control of Headquarters, Division. Its mission is to support division tactical operations.
- b. Subordinate and attached unit commanders provide personnel and equipment status reports.
- c. The supporting installation provides required deployment support.
- d. APOEs, SPOEs and the OCONUS location are identified.
- e. This exercise is conducted in all environmental conditions.

6. FRAGO. The commander issues the following FRAGO:

"We have been alerted to deploy OCONUS with the Division. New OCONUS location is -----, vicinity -- ----- (grid coordinates). Begin your planning process to prepare the DISCOM for deployment. Be prepared to deploy within ----- hours. I will conduct an AAR after the conclusion of this STX."

7. Support Requirements.

a. Minimum Trainer and OCs. This exercise should be conducted with the DISCOM commander or DISCOM XO as the trainer and primary OC. Because of the detail required in evaluating the elements of deployment, a minimum of one OC per staff section is required. The trainers and OCs monitor and evaluate the accuracy of the data, the soundness of planning and recommendations, and the thoroughness of coordination.

b. Opposing Force:

(1) The OPFOR is not required for this situational training exercise.

(2) The OPFOR should have specific missions and be controlled whenever used.

(3) The MILES can be used or the OCs can assess facility damage, equipment losses, and personnel casualties.

c. Vehicles and Communications. Vehicles and communications equipment organic to the DISCOM are used. When OPFOR is employed, a vehicle and digital communications for the OCs are used. The senior trainer/OC requires communications to provide input from the MIL.

d. Maneuver Area. Depending upon the LTA, an adequate training area of approximately 20 by 20 kilometers is desired for setting up operations. A road network is required that allows a road march of at least 30 kilometers.

e. Master Incident List (MIL). During this STX, the MIL is essential to provide input to drive staff actions. MIL items should be inputted using the appropriate BFACS.

f. Consolidated Support Requirements. DISCOM support requirements can be calculated by adding the sum of the requirements for each subordinate unit.

8. T&EO Sequence. Table 4-5 lists the T&EOs for this STX.

Table 4-5 T&EOs from Chapter 5 to use in evaluating STX 63-6-E0001, Supervise Deployment		
Task	Task Number	Page
Provide Command and Control	63-6-4042	5-215
Perform Risk Management Procedures	63-6-4326	5-181
Direct Deployment Alert Activities	63-6-4850	5-18
Establish the Emergency Operations Center	63-6-4851	5-20
Operate the Emergency Operations Center	63-6-4852	5-22
Supervise Deployment/Redeployment Activities	63-6-4853	5-24
Update Movement Plan/Order	63-6-4854	5-27
Coordinate Soldier Readiness Program Processing Support	63-6-4855	5-29
Provide Deployment Personnel and Administrative Services Support	63-6-4856	5-31
Coordinate Family Assistance Support	63-6-4857	5-34
Coordinate Deployment Training Support	63-6-4858	5-36
Perform Deployment Intelligence Support Functions	63-6-4859	5-38
Provide Deployment Logistics Support	63-6-4860	5-40
Perform Deployment Advance Party Activities	63-6-4861	5-43
Coordinate Onward Movement	63-6-4862	5-45
Coordinate Rear Detachment Support	63-6-4863	5-47

Table 4-5 T&EOs from Chapter 5 to use in evaluating STX 63-6-E0001, Supervise Deployment (continued from previous page)		
Task	Task Number	Page
Perform Home Station Rear Detachment Activities	63-6-4864	5-49
Direct Integration Activities	63-6-4871	5-65
Plan Deployment in a Peacetime Environment	63-6-4872	5-67
Plan Command Deployment Upon Receipt of a Warning Order	63-6-4873	5-222

**HEADQUARTERS, DIVISION SUPPORT COMMAND
SITUATIONAL TRAINING EXERCISE
PLAN LOGISTICS AND COMBAT HEALTH SERVICES SUPPORT OPERATIONS
STX 63-6-E0002**

1. Objective. This STX is designed to train the DISCOM staff and other key members to plan logistics and combat health services support operations in support of division tactical operations. The staff must become proficient in analyzing the mission; determining logistics and combat health services support requirements; planning distribution systems; determining analog and digital communications requirements; determining and coordinating available sustainment resources (including Foreign Nation Support (FNS)); preparing the commanders estimate and supporting estimates; and developing the OPLAN/OPORD with annexes and overlays. The staff must be able to successfully plan a DISCOM ground movement, establish subordinate elements and sustainment resources in a new location, relocate subordinate elements and facilities as required, and coordinate force protection activities. This STX combines the elements of planning, coordinating, and preparing operational, tactical, and distribution plans and orders necessary to provide logistics and combat health services support for various types of combat operations. NOTE: Related to planning medical support, the medical planners must be able to allocate Echelons Above Division (EAD) evacuation assets to support the tactical scheme of maneuver based on an analysis of where casualties may occur in the division's area of operations. The Medical planners should be able to integrate non-standard evacuation assets into the medical plan.

2. Interface.

- a. This STX can be used as a CPX to develop plans.
- b. This STX supports the DISCOM FTX, Support Division Tactical Operations.

3. Training.

a. Leader Training.

(1) This STX can be used as part of a CPX or FTX.

(2) During classroom activities, the use of the TSOP; and the responsibilities and procedures outlined in FMs 63-2-2, 71-100, 100-10, 101-5, and 101-5-1 should be discussed. The T&EOs listed in this STX should also be reviewed.

(3) CPXs, CFXs, and TEWTs provide ground training for leaders when selected STX locations are used. A CPX facilitates communications set up, distribution management planning, practice of the DISCOM TSOP, and staff coordinating procedures.

(4) Communications Exercise (COMEX)/Situational Awareness Exercise practices battle command information procedures and operations, and logistics and combat health services support coordination. Units practice these mission tasks using appropriate automation systems, to include Combat Service Support Control System (CSSCS), Force XXI Battle Command, Brigade and Below (FBCB2), Movement Tracking System (MTS) and other battlefield functional area control systems (BFACS), and logistics and medical standard army management information systems (STAMIS). CSSCS provides a concise picture of unit requirements and support capabilities by collecting, processing, and displaying information on key items of supply, services, and personnel that the commander deems crucial to the success of an operation. CSSCS supports the decision making process with course of action (COA) analysis. The staff can analyze up to three COAs for a 5-day period. Variables include combat posture, division task organization, miles traveled, and geographical region.

(5) Simulations and games are developed to teach leaders as part of a continuing officer and NCO development program. A MAPEX, when used, should be combined with a sand table

exercise. If possible, a map of the location where the STX is to be conducted and a sand table model to match the actual terrain should be used, if possible.

(6) Tips for leader training.

(a) Leaders should familiarize themselves with the procedures for preparing operational and distribution plans and orders.

(b) The DISCOM TSOP should be reviewed.

(c) A personal reconnaissance should be conducted, if possible, of the training areas where movement, establishment, and mission tasks will be performed.

(d) Leaders should familiarize themselves with the CSSCS database of division personnel and equipment authorizations, as well as unit and equipment planning factors. Leaders should also familiarize themselves with the Baseline Resource Item List (BRIL) and techniques to determine critical items for inclusion into the Commander's Tracked Items List (CTIL).

(e) The senior leader tasks which must be trained or executed by the DISCOM commander or XO with this STX are: conduct mission analysis, restate the mission, issue planning guidance, supervise staff, perform coordination, analyze staff estimates, prepare commander's estimate, and approve plans/orders.

b. Tips for Training.

(1) After the DISCOM staff demonstrates proficiency for the tasks in Table 4-6, this STX can be trained under several options.

(a) Offensive operations.

(b) With or without OPFOR interdictions.

(c) Stability and support operations.

(d) Defensive operations.

(e) Retrograde operations.

(2) The DISCOM staff must become proficient in its basic mission tasks: establishing and maintaining situational awareness; working as a staff to develop completed staff products; and using BFACS to plan and manage distribution systems, coordinate force protection, and to direct logistics and combat health services support in support of division tactical operations before attempting more complex options.

(3) After proficiency in this STX is reached, the DISCOM staff sustains proficiency by executing this STX as part of an FTX.

4. Training Enhancers.

a. The senior trainer completes the mission analysis and issues planning guidance, restates the mission, and selects a course of action based on the Division commander's guidance or based upon his own judgment.

b. Staff estimates and recommendations are provided in hard copy to the senior trainer for evaluation.

c. Unless otherwise approved by the chief OC, all reports and recommendations should be provided in hard copy to the senior trainer for evaluation.

d. The DISCOM should be able to relocate at least once every 72 hours.

e. The S2/S3 should complete the OPLAN/OPORD and provide a hard copy to the senior trainer for evaluation. The Support Operations Officer should complete the Support Operations and Distribution Systems plans.

5. General Situation.

a. The DISCOM is deployed in a combat zone. The DISCOM mission is to support division tactical operations. The DISCOM commander has received a warning order from the division commander.

b. The division commander's planning guidance and restated mission guidance have been reviewed. The DISCOM Commander has provided his planning guidance and restated mission. The division commander's estimate has been received and is used as a basis for the development of the operations estimate. NOTE: To train the specific tasks as part of an FTX, STX, or TEWT, the commander should, at a minimum, issue a mission statement answering the who, what, when, where, and why, to include commander's intent and guidance as outlined in FM 101-5. This will be a key to starting the subordinate units' and DISCOM Military Decision Making Process (MDMP). This information along with associated products should be in enough detail to start the staff's development of mission analysis. The senior O/C should develop a cell that will specifically answer requests for information (RFI) developed by the staff. The commander may need division help to develop the appropriate products to assist in the staff analysis process. The commander needs to ensure there is appropriate time for guidance to the staff to help guide them during MDMP based on the timeline set by the DISCOM or subordinate unit's executive officer.

c. This exercise begins with receipt of a warning order and ends when the OPORD/OPLAN is distributed. At a minimum, AARs should be conducted after completion of staff estimates, after a course of action is selected, and following the OPORD/OPLAN briefing. Table 4-6 on the following page, provides a suggested scenario.

**Table 4-6. Headquarters, Division Support Command STX 63-6-E0002,
Plan Logistics and Combat Health Services Support Operations**

EVENT	ACTION	ESTIMATED TIME	
1.	Receive warning order		15 min
2.	Analyze mission		45 min
3.	Restate mission and issue planning guidance		30 min
4.	Analyze area of operation		15 min
5.	Determine logistics and combat health services support requirements	1 hr	
6.	Prepare staff/operations/commander's estimate	3 hrs	
7.	AAR	1 hr	
8.	Preparation of OPLAN/OPORD	1 hr	30 min
9.	Prepare movement plan	1 hr	
10.	Prepare occupation plan	1 hr	
11.	Prepare initial Force Protection Plan and ADC plan	1 hr	
12.	Briefing of OPLAN/OPORD	1 hr	
13.	AAR	1 hr	
14.	Preparation of annexes	1 hr	30 min
15.	Approval of annexes		15 min
16.	Final AAR	1 hr	
Total Time: 16 hrs			
NOTE: Events will be trained to standard, not time limitations. The time required to train an event will vary based on METT-TC factors and the training proficiency of the unit. Annexes can be prepared as part of this STX or can be used as lead-ins to other STXs.			

- d. Pertinent maps and engineer overlays are available for planning.
 - e. The new area of operations may be a field or military operations in urban terrain (MOUT) environment.
 - f. A list of division task organization has been secured and is the basis for projected CSS requirements. DISCOM unit augmentation has been determined.
 - g. The division staff has requested detailed logistics and CHS data on requirements and distribution systems for supporting the division's mission.
 - h. The defense of the DSA will be based on a base cluster concept.
 - i. This exercise is conducted in all environmental conditions, including a Level I threat and NBC attack.
6. Special Situation.
- a. The DISCOM commander is conducting a staff meeting with his key staff members and battalion commanders; his comments follow:

"The Division will be conducting an ----- operation within --- hours. The division's mission is -----. The concept of operation is ----- and is estimated to last approximately --- hours. Operations will commence in the vicinity of -----; the final objective is -----. The DISCOM mission is to provide logistics and combat health services support from ----- (grid coordinates) locations. Priority of support is initially to the ----- brigade."

b. The DISCOM commander issues the following additional instructions:

"Begin your planning process for developing plans and distribution systems to support this mission. I want a seamless and synchronized flow of materiel and other sustainment resources from echelons above division (EAD) to the maneuver brigades and other supported units with a minimum of double handling of cargo or customer wait time. I want maintenance managers to strictly enforce repair cycle time on all items on the Commander's Tracked Items List. Make maximum use of throughput and transload operations down to the FSC or customer level. CSSCS and FBCB2 systems give us an unprecedented ability to see the battlefield as it unfolds and to anticipate and project requirements, not just react to them. Movement tracking capability enables us to support throughput of sustainment resources and LOGPAC operations with precision down to FSC, unit logistics release point, or weapons systems level. I want a division distribution system in place to establish and maintain asset and intransit visibility of materiel and other sustainment resources in the distribution system. I want to be able to rapidly direct, redirect, cross level, or mass logistics and combat health services support resources at critical points within the division's area of responsibility. Further information will be disseminated as it is received. Plan to conduct AARs after my commander's estimate has been prepared and after OPOD and annexes have been approved and are ready for distribution. Are there any questions?"

7. Support Requirements.

a. Minimum Trainers and OCs. This exercise should be conducted with the DISCOM commander or XO as the trainer and primary OC. Because of the detail required in evaluating staff estimates, a minimum of one trainer/OCs per staff section is required. If this STX is conducted as part of a DISCOM FTX, the total number of OCs needed is the sum of the number needed for each subordinate unit STX. The trainers/evaluators monitor and evaluate the accuracy of the estimates, the soundness of recommendations, and the thoroughness of coordination.

b. Opposing Force:

(1) OPFOR may or may not be required when the exercise is conducted as part of a CPX. OPFOR should be used if the exercise is part of an FTX.

(2) OPFOR should have specific missions and be controlled when used.

(3) MILES can be used, or the OC can assess damage to the DISCOM.

c. Vehicles and Communications. Vehicles and communications equipment organic to the HQ, DISCOM are used. When OPFOR is employed, a vehicle, radio, and FBCB2 are needed for the OCs.

d. Maneuver Area. Not required when this STX is used as a CPX.

e. Master Incident List (MIL). During the STX, the MIL is essential to provide input to drive HQ, DISCOM actions. MIL items should be inputted using the appropriate BFACS.

f. Consolidated Support Requirements. DISCOM support requirements can be calculated by adding the sum requirements for each subordinate unit participating in the exercise.

8. T&EO Sequence. Table 4-7 lists the T&EOs for this STX.

**Table 4-7. T&EOs from Chapter 5 to use in evaluating STX 63-6-E0002,
Plan Logistics and Combat Health Services Support Operations**

Task	Task Number	Page
Receive the Mission	63-6-4000	5-183
Conduct Mission Analysis	63-6-4001	5-186
Apply Intelligence Preparation of the Battlefield Doctrine and Techniques	63-6-4002	5-189
Develop Feasible Courses of Action	63-6-4003	5-191
Maintain Current Estimates of The Situation	63-6-4004	5-193
Analyze Feasible Courses of Action	63-6-4005	5-195
Prepare Operations Plan/Operations Order	63-6-4006	5-198
Prepare Annexes, Appendices, Enclosures, Tabs, and Overlays	63-6-4007	5-201
Develop Road Movement Order	63-6-4009	5-203
Develop Occupation Plan	63-6-4010	5-207
Plan Area Tactical Operations	63-6-4011	5-69
Provide Assistance For Planning Logistics and Combat Health Services Support	63-6-4012	5-86
Plan Base Cluster Operations	63-6-4013	5-71
Prepare Continuity of Operations Plan (COOP)	63-6-4022	5-95
Coordinate Internal Logistics	63-6-4023	5-97
Coordinate Bulk Class III Support	63-6-4024	5-100
Coordinate Class V Support	63-6-4025	5-103
Coordinate Maintenance Support	63-6-4026	5-106
Coordinate Class II, III (PKG), IV, and VII Support	63-6-4027	5-109
Coordinate Class I, VI, and Water Support	63-6-4028	5-112
Coordinate Combat Health Services Support	63-6-4029	5-114
Coordinate Transportation Support	63-6-4030	5-117
Coordinate Field Services Support	63-6-4031	5-119
Maintain Communications	63-6-4038	5-212
Plan Support Operations	63-6-4133	5-176
Perform Risk Management Procedures	63-6-4326	5-181

**HEADQUARTERS, DIVISION SUPPORT COMMAND
SITUATIONAL TRAINING EXERCISE
SUPERVISE RELOCATION OF SUBORDINATE ELEMENTS' BASES
AND SUSTAINMENT RESOURCES
STX 63-6-E0003**

1. Objective. This STX is designed to train the DISCOM staff and other key leaders in planning and coordinating the movement of subordinate elements and sustainment resources to new operating sites. The staff must become proficient in determining movement priority and support requirements. It must become proficient in coordinating and directing reconnaissance/quartermaster/advance party operations, selecting routes, coordinating required logistics and combat health services support for the move, controlling the movement of subordinate and attached units, and coordinating logistics and combat health services support for the division while moving. This STX combines the elements of command and control, column formations, movement control, situational awareness, communications, and force protection activities necessary to supervise the relocation of subordinate elements' bases and sustainment resources to a new operating area.

2. Interface.

a. This STX supports the DISCOM FTX - Support Division Tactical Operations.

b. The STX can be used to plan and implement movement of the DISCOM and subordinate elements' bases and facilities as part of a CPX or FTX. If this STX is used with all or some subordinate elements, the corresponding company STX should be trained prior to the DISCOM exercise.

3. Training.

a. Leader Training.

(1) During classroom activities, the use of the TSOP should be discussed. The T&EOs listed in this STX and FMs 5-36, 55-1, 63-2-2, 55-30, 101-5, and 105-1 should also be reviewed.

(2) Leaders should use a map of the location where the STX is to be conducted and a sand table model to match the actual terrain, if possible. A MAPEX assists in terrain analysis, route selection, selection of operating areas, and the determination of potential OPFOR points of attack.

(3) A CPX can be conducted in garrison or at a field site. This exercise facilitates communications setup to include establishment of digital links, correct communications procedures, and use of the TSOP. It also provides training in determining movement requirements, as well as coordinating and controlling the move.

(4) A TEWT can be conducted at a field site. Leader representatives from subordinate and attached units should participate. This exercise should emphasize terrain analysis, staff coordination, route selection, leadership procedures, and movement planning as part of a leader's professional development.

(5) Simulations and games teach leaders as part of a continuing officer and NCO development program. They are also used to exercise command and control at various command and staff levels.

(6) Situational awareness should be maintained throughout this STX using the real time capability of FBCB2 and MTS.

(7) Tips for leader training.

(a) Leaders should familiarize themselves with the procedures for planning and executing movement and preparing movement annexes/orders (FMs 55-30, 101-5, and 101-5-1).

(b) The division and DISCOM Tactical/Field SOPs should be reviewed.

(c) A personal reconnaissance should be conducted, if possible, of the training area where movement and establishment will be performed.

(d) The senior leader tasks which must be trained or executed by the DISCOM commander or XO with this STX are: conduct mission analysis, issue planning guidance, establish priorities for movement, approve movement order/annex, and supervise staff operations.

b. Tips for Training.

(1) After the DISCOM demonstrates proficiency for the tasks in Table 4-8 and leaders have been trained in the leader tasks, this STX, can be trained under several options.

(a) With or without OPFOR interdictions.

(b) With or without NBC conditions.

(c) Movement of specified elements only.

(d) Elements moving over a single or multiple routes.

(e) Movement by road or cross-country.

(f) Support or nonsupport of division units on the move.

(2) The staff must become proficient in the doctrine and TTP for establishing situational awareness during movement, planning for divisional support during the move, and in the doctrine and TTP of planning and coordinating the movement of subordinate elements before attempting more complex options.

(3) After proficiency in this STX is reached, the DISCOM sustains proficiency by executing this STX as part of an FTX.

(4) When using an OPFOR, the OPFOR evaluator/controller must exercise close control over the actions of the OPFOR. The trainers must set out specific OPFOR tasks with an overall objective of placing maximum stress on the DISCOM. OPFOR will not be employed unless this STX is used as part of an FTX.

4. Training Enhancers.

a. The commander determines movement priorities based upon the division commander's guidance, type of operations, or based upon his own judgment. The enemy operations are based upon his own judgment or input from the division staff. The enemy situation will affect the security requirements.

b. The staff sections plan the move, and prepare the movement order/annex. The S2/S3 Section leads this task with input from other staff sections.

c. Staff recommendations are provided in hard copy to the senior trainer for evaluation.

d. All reports should be submitted in hard copy to the senior trainer for evaluation.

- e. The DISCOM should be able to relocate at least every 3 days as a standard capability.
- f. In considering the proficiency of the staff, the following sequential guidance can be used in the AAR:
 - (1) Did the movement plan conform to the commander's guidance?
 - (2) Did the staff properly react to all deviations from the movement order?
 - (3) Did the subordinate units implement the movement plan properly?
- g. Deficiencies identified in (1) (2) above can be traced to staff weaknesses. Those identified in (3) above are subordinate unit weaknesses. If the plan is satisfactory, but the DISCOM execution is poor, then, more frequent moves during FTXs or battalion-level STXs are required.
- h. This exercise begins with the assignment of responsibility for the movement annex and ends when the last DISCOM element has crossed the RP. AARs are conducted after preparation of the movement annex and after the last subordinate unit crosses the RP. This table includes a suggested scenario.

Table 4-8. Headquarters, Division Support Command STX 63-6-E0003, Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources			
EVENT	ACTION	ESTIMATED TIME	
1.	Receive warning order		15 min
2.	Determine movement support requirements	1 hr	30 min
3.	Conduct reconnaissance of new area	1 hr	
4.	Brief DISCOM commander	1 hr	
5.	Prepare road movement order	1 hr	
6.	AAR	1 hr	
7.	Coordinate road march(s)		10 min
8.	React to NBC contamination	1 hr	
9.	OPFOR activity	1 hr	
10.	AAR	1 hr	
11.	Monitor units crossing the RP		30 min
12.	Brief DISCOM commander		30 min
13.	Final AAR	1 hr	
Total Time: 10 hrs 55 min			
NOTE: Events will be trained to standard, not time limitations. The time needed to train an event will vary based on METT-TC factors and the training proficiency of the DISCOM staff.			

5. General Situation.

a. The DISCOM is deployed in a combat zone. The DISCOM mission is to provide logistics and combat health services support to the division and attached elements. After receiving guidance from the division commander, the DISCOM commander determines that he cannot support the division commander's intent or the scheme of maneuver from current positions. He has decided to relocate subordinate elements' bases and facilities to a new operating area.

b. Pertinent maps and engineer overlays are available.

- c. Route reconnaissance is performed by the subordinate units.
- d. The OPFOR is capable of launching air attacks, indirect conventional fires, employing weapons of mass destruction, and engaging in electronic warfare.
- e. Major deviations from the movement order occur.
- f. This exercise is conducted in all environmental conditions.

6. FRAGO.

- a. The DISCOM commander is conducting a staff meeting. The following guidance is given to the staff:

"The DISCOM will move to the vicinity of ----- (grid coordinates) and establish subordinate elements and facilities to support division tactical operations. The DISCOM must cross the start point (SP) NLT ----- (DTG) and the release point (RP) NLT ----- (DTG). Conduct route reconnaissance, select routes, organize units for move, and prepare movement annex/order, to be published, NLT ----- . We will provide continuous logistics and combat health services support to divisional and attached units through situational awareness and responsiveness to divisional requirements during the move. Maintain digital and analog communications with DSB, ASB, FSBs, maneuver brigades, and other units assigned or attached to the division as we move. The enemy has the capability to interdict our unit convoy movements along the entire main supply route. Maintain march discipline and proper distance between unit convoys and serials. Use FBCB2 and MTS systems to maintain situational awareness and control movement of subordinate and attached units throughout the relocation. I want all units to be prepared for ambush, and to report to this headquarters using digital communications, enemy activity or any other activity that impedes the progress of our subordinate unit convoys. Uniform for subordinate and attached units is MOPP2. Division G3 states contaminated area on current route of march vicinity ----- . Reroute all units at checkpoint --- to the alternate MSR and have them report in upon closure at the new location."

- b. The DISCOM commander issues the following instructions:

"Begin your planning process. Plan to conduct AARs after the movement order is prepared, after OPFOR activity, and after the last subordinate unit crosses the RP. Are there any questions?"

7. Support Requirements.

- a. Minimum Trainers or OCs. This exercise should be conducted with the DISCOM commander or XO as the trainer and primary OC. If this STX is conducted for only for the headquarters DISCOM staff, a maximum of 4 OCs is needed. If it is conducted as part of an FTX, the total numbers of OCs needed is the sum of those needed for each subordinate STX.

- b. Opposing Force:

(1) OPFOR is not required when the exercise is conducted as part of a staff STX. A threat force should be used if it is part of an FTX.

(2) OPFOR should be well trained in threat tactics, have specific missions and be controlled when used.

(3) The MILES can be used, or the OC can assess damage to the DISCOM.

- c. Vehicles and Communications. Vehicles and communications equipment organic to the DISCOM are used. When OPFOR is employed, a vehicle and digital communications are needed for the OC. The senior trainer or OC will require communications for providing input from the MIL.

d. Maneuver Area. Not required if this STX is conducted as a staff STX. If conducted as part of a DISCOM FTX, a training area is required that can support the number of vehicles, equipment, and operational areas in the DSA. A minimum of 20 by 20 kilometers should be considered. Vehicles should be spaced a minimum of 25 meters apart. Vegetation and terrain should allow for cover and concealment of facilities, vehicles, and equipment. Light and noise discipline should be followed within specified safety constraints.

e. Master Incident List (MIL). During the STX, the MIL is essential to provide input to drive DISCOM staff actions. MIL items should be inputted using appropriate BFACS.

f. Consolidated Support Requirements. DISCOM support requirements can be calculated by adding the total requirements for each subordinate unit.

8. T&EO Sequence. Table 4-9 lists the T&EOs for this STX.

Table 4-9. T&EOs from Chapter 5 to use in evaluating STX 63-6-E0003, Supervise Relocation of Subordinate Elements' Bases and Sustainment Resources		
Task	Task Number	Page
Develop Road Movement Order	63-6-4009	5-203
Develop Occupation Plan	63-6-4010	5-207
Supervise Advance/Quartermaster Party Activities	63-6-4014	5-7
Coordinate Movement of Subordinate Elements	63-6-4017	5-12
Coordinate Transportation Support	63-6-4030	5-117
Operate the Tactical Support Area of the Logistics Operations Center	63-6-4035	5-74
Supervise Operations Security Program	63-6-4036	5-76
Supervise Nuclear, Biological, and Chemical Defense Operations	63-6-4037	5-78
Maintain Communications	63-6-4038	5-212
Provide Human Resources Support - Personnel Services	63-6-4039	5-127
Provide Command and Control	63-6-4042	5-215
Combat Battlefield Stress	63-6-4303	5-220
Perform Risk Management Procedures	63-6-4326	5-181
Update Movement Plan/Order	63-6-4854	5-27
Coordinate Onward Movement	63-6-4862	5-45
Direct Integration Activities	63-6-4871	5-65

**HEADQUARTERS, DIVISION SUPPORT COMMAND
SITUATIONAL TRAINING EXERCISE
SUPERVISE ESTABLISHMENT OF SUBORDINATE ELEMENTS'
BASES AND FACILITIES
STX 63-6-E0004**

1. Objective. This STX is designed to train the DISCOM staff and other key leaders in planning, coordinating, and supervising the establishment of subordinate elements' bases and facilities in support of division tactical operations. The staff must become proficient in planning the occupation of a new area; rapidly establishing its critical logistics and combat health services support facilities and sustainment resources; establishing and maintaining situational awareness and communications with subordinate, supported, adjacent and higher headquarters; coordinating force protection activities; employing OPSEC measures; and preparing base cluster operations plans. This STX combines the elements of planning, coordinating, and supervisory functions necessary to occupy the DSA.
2. Interface.
 - a. This STX supports the DISCOM FTX - Support Division Tactical Operations.
 - b. This STX can be used to plan and implement the establishment of subordinate elements' bases and facilities as part of a CPX or FTX. If this STX is used with all or some subordinate elements, the corresponding battalion or company STX should be trained prior to the DISCOM exercise.
3. Training.
 - a. Leader Training.
 - (1) During classroom activities, the TSOP and procedures outlined in FMs 63-2-2, 71-100, 90-14, and 100-10 should be discussed. The T&EOs listed in this STX should also be reviewed.
 - (2) A MAPEX, when used, should be combined with a sand table exercise. If possible, a map of the location where the STX will be conducted, as well as a sand table model depicting the actual terrain should be used. The MAPEX emphasizes terrain analysis, staff coordination, selection of unit defensive positions, selection of operating areas, and OPFOR points of attack.
 - (3) Games and simulations are developed to teach leaders as part of a continuing officer and NCO development program. They also are used to exercise command and control at various command and staff levels.
 - (4) A CPX can be conducted in garrison or at a field site. This exercise facilitates the set up of Logistics Operations Center communications procedures, improve staff coordination procedures, and trains staff in the use of the TSOP.
 - (5) A communications and situational awareness exercise can be conducted in garrison or at a field site and is used to establish analog and digital communications operations and procedures to establish a common, relevant picture and to use correct communications procedures.
 - (6) A TEWT can be conducted at a field site. Leader representatives from subordinate and attached units should participate. The exercise should emphasize establishment of a common, relevant picture, terrain analysis, staff coordination, site selection, leadership procedures, and defense planning and coordination as part of a unit leaders' professional development program.
 - (7) Tips for leader training.

(a) Leaders should familiarize themselves with the doctrinal procedures for planning and establishing DSA bases, base cluster operations planning, and communications.

(b) The Division and DISCOM Tactical/Field SOPs should be reviewed.

(c) A personal reconnaissance should be conducted, if possible, of the training area where the establishment of the DSA will be performed.

(d) The leader tasks which must be trained or executed by the senior trainer (DISCOM commander or XO) are conduct mission analysis, provide planning guidance, approve DISCOM layout and base cluster operations plan, and supervise the activities of the staff.

b. Tips for Training.

(1) After the DISCOM demonstrates proficiency in the tasks in Table 4-10 and the leaders have been trained in the leader tasks, this STX can be trained under several options:

(a) With or without OPFOR interdictions.

(b) With or without NBC conditions.

(c) In a field or MOUT environment.

(d) Day or night.

(2) The staff must become proficient in the doctrine and TTP of planning and supervising the establishment of subordinate elements and facilities before attempting complex options.

(3) After proficiency in this STX is reached, the DISCOM sustains proficiency by executing this STX as part of an FTX.

(4) When using OPFOR, the OPFOR evaluator/controller must exercise close control over the actions of the OPFOR. The trainer must set up specific OPFOR tasks with an overall objective of placing maximum stress on the DISCOM. OPFOR will not be employed unless this STX is used as part of an FTX.

4. Training Enhancers.

a. The DISCOM commander completes mission analysis, issues planning guidance, and selects defensive tactical options based upon the division commander's guidance or based upon his own judgment. The type of operations determines the degree of permanency of the facility. The enemy situation will affect security requirements. The DISCOM must be prepared at all times to coordinate defense against air, ground, or terrorist attacks during daylight or darkness, and to respond appropriately to enemy or friendly NBC operations.

b. The staff sections develop occupation and base cluster operations plans and supervise implementation. The S2/S3 is the proponent for these supporting missions with input from other staff sections. He establishes the new operating site IAW the DISCOM commander and division G3 and G4 operational plans. When the site is operational, the division G3 is notified the DISCOM is prepared to perform its operational mission.

c. Unless otherwise approved by the chief OC, all reports and recommendations should be provided in hard copy to the senior trainer for evaluation.

d. In considering the proficiency of the staff, the following sequential guidance can be used:

- (1) Did the occupation plan conform to the commander's guidance?
- (2) Did subordinate and attached units implement the occupation plan properly?

e. Deficiencies identified in (1) above can be traced to staff weaknesses. Those identified in (2) above are DISCOM subordinate unit weaknesses. If the plan is satisfactory, but DISCOM subordinate unit execution is poor, then, more frequent establishments during FTX or battalion-level STX are required.

f. This exercise begins when the DISCOM advance/quarterming party arrives at the new site and ends when the DSA area is established. AARs are conducted as shown in Table 4-10. This table includes a suggested scenario.

Table 4-10. Headquarters, Division Support Command STX 63-6-E0004, Supervise Establishment of Subordinate Elements' Bases and Facilities			
EVENT	ACTION	ESTIMATED TIME	
1.	Occupy new area of operations	1 hr	
2.	Formulate tentative layout plan	1 hr	
3.	AAR	1 hr	
4.	Set up the LOC	2 hrs	
5.	Set up administrative and bivouac areas	2 hrs	
6.	*Supervise establishment of subordinate elements' bases and facilities	2 hrs	
7.	Final AAR	1 hr	
Total Time: 8 hrs			
NOTE: Events will be trained to standard, not time limitations. The time needed to train an event will vary based on METT-TC factors and the training proficiency of the DISCOM staff.			
* Indicates time is not added to the total time because tasks are performed simultaneously with other tasks.			

5. General Situation.

a. The DISCOM is deployed in a combat zone. The DISCOM mission is to provide logistics and combat health services support in support of divisional tactical operations.

b. Maps of the new area of operations (AO), DSA layout plan, and an NBC vulnerability analysis are available.

c. The new AO may be in a field or MOUT environment.

d. The HQ, DISCOM advance/quarterming party has prepared the site.

e. Subordinate units and attached elements have arrived at the new AO and are ready to establish facilities in support of division offensive, defensive, or static operations. Subordinate units are prepared to defend at any time during DSA establishment.

f. The location of the CP and LOC have been identified.

g. Communications requirements have been determined and the communications plan is available.

6. FRAGO.

a. The DISCOM commander is conducting a staff meeting. The following guidance is given to the staff:

"We will support the division from our new location for at least ---- days. The enemy is capable of mounting aerial and ground attacks against our units, facilities, and sustainment resources. I want both the tactical and logistics sides of the Operations Center fully operational, followed by administrative and bivouac areas. S6, I want analog and digital communications in place with EAD, Division G3 and G4, DSB, ASB, FSB, attached and supported units. I want to begin establishing the division distribution system to support tactical operations. Because of the enemy's capability to attack, and the division's requirements for continuous logistics and combat health services support, we must maintain OPSEC measures, establish force protection measures, and support division tactical operations."

b. The DISCOM commander issues the additional following instructions.

"Staff sections, I want you to set up operations IAW the tentative layout and communications plan. XO and S2/3, I want you to monitor the placement of our subordinate and attached units in the DSA and to formulate final layout and force protection plans. Ensure our facilities take advantage of cover and concealment, enforce strict noise and light discipline, and identify likely enemy avenues of approach. Get OPs/LPs far enough out to give adequate warning. Support Operations, begin locking, loading, and linking the following locations into the distribution system: EAD facilities and sustainment resources; DSB, FSB and ASB bases and facilities; aviation, maneuver battalion, and cavalry squadron task force support areas; and corps and divisional units operating in the division rear. I want to establish and maintain asset and intransit visibility of sustainment resources flowing in and out of the division. I want to be able to predict rather than react to requirements and be able to rapidly direct, redirect, cross-level, or mass logistics and combat health services resources at critical points within the division area of responsibility. This exercise ends when the DSA has been established. Plan to conduct an AAR after we have formulated the layout plan and another after the DSA has been set up. Are there any questions?"

7. Support Requirements.

a. Minimum Trainer and Evaluators. This exercise should be conducted with the DISCOM commander or XO as the senior internal evaluator. If the STX is conducted for the DISCOM headquarters staff, then a maximum of five OCs is needed. If this STX is conducted as part of a DISCOM FTX, the required evaluators should be the sum of evaluators of each subordinate DISCOM STX.

b. Opposing Force:

(1) The OPFOR may or may not be required when the exercise is conducted as part of a STX. The OPFOR should be used if the exercise is part of a DISCOM FTX.

(2) OPFOR should be well trained in threat tactics, have specific missions, and be controlled when used.

(3) The MILES can be used, or the OC can assess damage to the DISCOM.

c. Vehicles and Communications. Vehicles and communications equipment organic to the DISCOM are used. When OPFOR is employed, a vehicle, and digital communications are needed for the OC. The senior trainer or OC will require digital communications for providing input from the MIL.

d. Maneuver Area. Not required if this exercise is conducted as a staff STX. If conducted as part of a DISCOM FTX, a training area of sufficient size to support the number of vehicles and equipment in a tentative DISCOM AO is required. Vehicles should be spaced a minimum of 25 meters

apart. Vegetation and terrain should allow for cover and concealment of facilities, vehicles, and equipment.

e. Master Incident List (MIL). During the STX, the MIL is essential to provide input to drive staff actions. MIL items should be inputted using the appropriate BFACS.

f. Consolidated Support Requirements. DISCOM support requirements can be calculated by adding the sum of the requirements for each subordinate unit.

8. T&EO Sequence. Table 4-11 lists the T&EOs for this STX.

Table 4-11. T&EOs from Chapter 5 to use in evaluating STX 63-6-E0004, Supervise Establishment of Subordinate Elements' Bases and Facilities		
Task	Task Number	Page
Plan Base Cluster Operations	63-6-4013	5-71
Establish Command Post (Forward)	63-6-4015	5-10
Establish Communications	63-6-4016	5-209
Supervise Establishment of Subordinate Elements and Headquarters	63-6-4018	5-14
Establish Logistics Operations Center and Administrative Areas	63-6-4019	5-16
Supervise Support Operations Subelement Functions	63-6-4021	5-93
Coordinate Internal Logistics	63-6-4023	5-97
Operate the Tactical Support Area of the Logistics Operations Center	63-6-4035	5-74
Supervise Operations Security Program	63-6-4036	5-76
Supervise Nuclear, Biological, and Chemical Defense Operations	63-6-4037	5-78
Maintain Communications	63-6-4038	5-212
Provide Human Resources Support - Personnel Services	63-6-4039	5-127
Provide Command and Control	63-6-4042	5-215
Establish the Common Operational Picture (COP)	63-6-4063	5-217
Conduct Division Support Operations	63-6-4120	5-140
Manage Class III and Water (Bulk)	63-6-4121	5-143
Manage Class V	63-6-4122	5-145
Manage Class VII (Property Book)	63-6-4123	5-147
Manage Class I, II, III (P), and IV	63-6-4124	5-149
Manage Class IX (Repair Parts) and Maintenance Activities	63-6-4125	5-151
Manage Armament and Combat Vehicle Maintenance Activities	63-6-4126	5-157
Manage Automotive-Ground Support Equipment Maintenance Activities	63-6-4127	5-161
Manage Communications and Electronics Equipment Maintenance Activities	63-6-4128	5-165
Manage Aviation and Missile Systems Maintenance Activities	63-6-4129	5-168
Manage CSS Automation Maintenance Activities	63-6-4131	5-172
Combat Battlefield Stress	63-6-4303	5-220
Perform Risk Management Procedures	63-6-4326	5-181

**HEADQUARTERS, DIVISION SUPPORT COMMAND
SITUATIONAL TRAINING EXERCISE
DIRECT LOGISTICS AND COMBAT HEALTH SERVICES SUPPORT OPERATIONS
STX 63-6-E0005**

1. Objective. This STX is designed to train the DISCOM staff and other key members in establishing situational awareness, logistics and CHS requirements determination, coordinating with external organizations, planning, coordinating and directing subordinate units in support of division tactical operations and command and control of subordinate units. The staff must become proficient in planning, coordinating, and directing logistics and combat health services support operations; providing intelligence; supervising the DISCOM OPSEC program and NBC defense operations, and providing personnel services support, administrative services support and religious support. This STX combines the elements of planning, coordinating, and directing those actions necessary to provide logistics and combat health services support to division tactical operations.

2. Interface.

a. This STX is supported by subordinate unit STXs - as it relates to their specific logistics or combat health services support mission.

b. This STX supports the DISCOM FTX - Support Division Tactical Operations.

c. This STX can be used to plan, coordinate, and provide command and control of logistics and combat health services support operations. In addition, this STX can be used to drive distribution systems during division tactical operations as part of a CPX or FTX. If this STX is used with all or some subordinate elements, the corresponding battalion-level STX should be trained prior to the DISCOM exercise.

3. Training.

a. Leader Training.

(1) During classroom activities, the TSOP and procedures outlined in FMs 8-15, 9-6, 9-43-1, 9-43-2, 55-1, 63-2-2, 71-100, and 100-10 should be reviewed. The T&EOs listed in this STX should also be reviewed.

(2) A MAPEX, when used, should be combined with a sand table exercise. If possible, a MAPEX of the location where the STX will be conducted and a sand table model depicting the actual terrain should be used. The MAPEX emphasizes terrain analysis, staff coordination, selection of unit defensive positions, selection of operating areas, and OPFOR avenues of approach.

(3) Games and simulations are developed to teach leaders as part of a continuing officer and NCO development program. They also are used to exercise command and control at various command and staff levels.

(4) A CPX can be conducted in garrison or at a field site. This exercise allows units to practice the set up of analog and digital communications, as well as the proper use of communications procedures. A CPX also improves staff coordination procedures and trains staff in the use of the TSOP.

(5) A Communications Exercise (COMEX)/Situational Awareness Exercise is used to practice battle command information procedures and operations, and logistics and combat health services support operations. Units practice their mission tasks using appropriate automation systems, to include Combat Service Support Control System (CSSCS), Force XXI Battle Command, Brigade and Below (FBCB2), Movement Tracking System (MTS) and other battlefield functional area control systems (BFACS) and logistics and medical standard army management information systems (STAMIS). The HQ,

DISCOM should practice continuity of operations (COOP) techniques and procedures in order to develop manual procedures for use in the event of automation failure or disruption due to enemy action.

(6) CSSCS provides a concise picture of unit requirements and support capabilities by collecting, processing, and displaying information on key items of supply, services, and personnel that the commander deems crucial to the success of an operation. CSSCS supports the decision making process with course of action (COA) analysis. The staff can analyze up to three COAs for a 5-day period. Variables include combat posture, division task organization, miles traveled, and geographical region.

(7) A TEWT can be conducted at a field site. Leader representatives from subordinate and attached units should participate. The exercise should emphasize terrain analysis, staff coordination, site selection, leadership procedures, and defense planning and coordination as part of a unit leaders' professional development program.

(8) Tips for leader training.

(a) Leaders should familiarize themselves with the procedures for the following tasks: coordinating logistics and combat health services support requirements; movement control procedures; providing internal logistics and combat health services support to DISCOM subordinate and attached units; and using and maintaining digitally generated and manual status reports. FMs 1-500, 8-15, 9-6, 9-43-1, 55-10, and 63-2-2 should also be reviewed.

(b) The division and DISCOM TSOP should be reviewed.

(c) A personal reconnaissance should be conducted of the training area where the logistics and Combat Health Services support operations would be performed, if possible.

(d) The following leader tasks must be trained or executed by the senior trainer (DISCOM commander or XO) with this STX: command and control of subordinate and attached units; supervision of staff functions; establishment of logistics and combat health services priorities based on division tactical requirements; and approval of staff recommendations on unresolved logistics and combat health services support requirements.

b. Tips for Training.

(1) After the DISCOM has demonstrated proficiency in the DISCOM tasks and leaders have been trained in the leader tasks, this STX can be trained under several options.

(a) In a field or MOUT environment.

(b) With or without NBC conditions.

(c) Day or night.

(d) With or without OPFOR interdictions.

(e) Offensive, defensive, or retrograde operations.

(2) The staff must become proficient in the basics of planning and coordinating DISCOM internal and external logistics requirements before attempting more complex options.

(3) In giving his guidance and possible courses of action, the DISCOM commander should offer variations. Some variations are listed below.

(a) Secure local area terrain features that could adversely affect the support mission.

- (b) Support multinational component.
- (c) Use contractors on the battlefield.
- (d) Decrease the size of the staff.
- (e) Apply automation constraints.

(4) After proficiency in this STX is reached, the DISCOM sustains proficiency by executing this STX as part of an FTX.

(5) When using OPFOR, the OPFOR evaluator/controller must exercise close control over the actions of the OPFOR. The trainer must set up specific OPFOR tasks with an overall objective to include counter-tasks for the OPFOR. OPFOR will not be employed unless this STX is used as part of an FTX.

4. Training Enhancers.

a. The commander issues planning guidance, establishes logistics and combat health services support priorities, and selects logistics and combat health services support options based on the division commander's guidance or based upon his own judgment.

b. Staff recommendations, reports, and correspondence are submitted in hard copy to the senior trainer for evaluation.

c. The Support Operations Officer, in conjunction with the division G4, develop the support plan. The Distribution Management Section (DMS) maintains asset and intransit visibility of sustainment resources in and outbound to the division. The DMS also directs or redirects the flow of sustainment resources based on METT-TC or command guidance. The DISCOM staff and functional commodity and service managers implement the plan and monitor its progress.

d. In considering the proficiency of the staff, the following sequential guidance can be used:

(1) Did the DISCOM staff coordinate division and attached unit logistics and combat health services support based on the commander's guidance?

(2) Did subordinate and attached units respond correctly to DISCOM staff direction?

e. Deficiencies identified in (1) above can be traced to staff weaknesses. Those identified in (2) above are DISCOM subordinate unit weaknesses. If the coordination is satisfactory but the DISCOM subordinate unit execution is poor, then more frequent performances of support missions during FTX or battalion-level STX are required.

f. When this STX is conducted with only the headquarters DISCOM participating, leader representatives from supported, subordinate, and attached units should participate to generate logistics and combat health services support requirements.

g. This exercise begins with the receipt of planning guidance and logistics and combat health services support requirements, and ends when a Threat Level II/III condition is reached. AARs are conducted as shown in Table 4-12. This table includes a suggested scenario.

**Table 4-12. Headquarters, Division Support Command STX 63-6-E0005,
Direct Logistics and Combat Health Services Support Operations**

EVENT	ACTION	ESTIMATED TIME	
1.	Receive planning guidance	1 hr	
2.	Determine assets and requirements	1 hr	
3.	Develop staff input	1 hr	
4.	AAR	1 hr	
5.	Develop tentative external support plan	2 hrs	
6.	Brief DISCOM commander		30 min
7.	Disseminate plan		30 min
8.	AAR	1 hr	
9.	Develop internal support plan	2 hrs	
10.	*Monitor implementation of plan	1 hr	
11.	Coordinate staff operations	1 hr	
12.	*Coordinate division external logistics and CHS support operations	1 hr	
13.	*Coordinate division internal logistics and CHS support plan	1 hr	
14.	OPFOR sighted		10 min
15.	Support degradation occurs	1 hr	
16.	Priority logistics and CHS support is maintained	1 hr	
17.	Level II/III Threat is reached		30 min
18.	Final AAR	1 hr	
Total Time: 14 hrs 40 min			
NOTE: Events will be trained to standard, not time limitations. The time required to train an event will vary based on METT-TC factors and the training proficiency of the DISCOM staff.			
* Indicates time is not added to the total time because tasks are performed simultaneously.			

5. General Situation.

a. The DISCOM is deployed in a combat zone. The DISCOM mission is to provide logistics and combat health services support to a division and attached elements. The division OPORD and annexes have been analyzed.

b. The DISCOM commander, staff, and key leaders are assembled to begin planning. The DSA is established. DISCOM elements are grouped into bases and base clusters for mutual support. Security measures are in effect.

c. Logistics and combat health services support requirements are generated by supported units. Corps logistics and combat health services support units are on the ground and operational.

d. Intelligence information on the tactical situation is disseminated from the division G2 to the DISCOM S2/S3 Section. OPSEC and physical security measures have been implemented by the DISCOM.

e. The OPFOR may be in the form of conventional or unconventional forces. The OPFOR has the capability of intelligence gathering and of making both overt and covert attacks, to include use of

weapons of mass destruction. The OPSEC program is a passive defensive measure. Local security is maintained by the use of OPSEC countermeasure techniques.

f. The HQ, DISCOM mission may be performed in a field or MOUT environment.

g. Casualties, transfers of personnel, and EPW have caused personnel adjustments within the DISCOM.

6. FRAGO.

a. The commander issues the following guidance:

"The division will conduct tactical operations from current locations for the next ---- days. Priority of support is initially to the ----- Brigade. Stay abreast of division support requirements, as well as the capabilities and distribution systems at echelons above division supporting us. Continue to coordinate closely with the DSB, FSBs, and ASB on logistics and combat health services support requirements. I want to maintain a constant and common, relevant picture of the division tactical, logistical, and combat health services posture, to include asset and intransit visibility of materiel and other sustainment resources flowing into and out of the division. I want a seamless and synchronized flow of materiel and other sustainment resources to the maneuver units, minimizing double handling of cargo and customer wait time. I want maintenance managers to strictly supervise repair cycle time on all items on the Commander's Tracked Items List. Make maximum use of throughput and transload operations down to FSC or customer unit level. CSSCS and FBCB2 give us an unprecedented ability to see the battlefield as it unfolds, and to both anticipate and project requirements, not just react to them. Movement tracking capability enables us to support LOGPAC operations with precision down to customer LRP and weapons system level. I want to be able to direct, redirect, cross-level, or mass logistics and combat health services support resources at critical points within the division area of responsibility. Continue to seek ways to maximize distribution of sustainment resources to divisional units. Keep me updated on the status of support and report to me problems you cannot resolve or breaks in the distribution pipeline."

b. The commander issues the following additional instructions:

"Begin planning to support this mission. I will disseminate additional information as it is received. Plan to conduct AARs after you've developed the support plan and after the plan has been disseminated. A final AAR will be conducted after threat Level II/III is reached. Are there any questions?"

7. Support Requirements.

a. Minimum Trainer and OCs. This exercise should be conducted with the DISCOM commander or XO as the senior internal evaluator. If the STX is conducted for the DISCOM headquarters staff, then one evaluator per staff section is required. If the STX is conducted as part of a DISCOM FTX, the required evaluators should include the sum of evaluators of each subordinate DISCOM STX.

b. Opposing Force:

(1) The OPFOR is not required when the exercise is conducted as a staff STX. OPFOR should be used if the exercise is part of a DISCOM FTX.

(2) OPFOR should have specific missions and be controlled whenever used.

(3) MILES can be used, or the controllers can assess damage to the subordinate units of the DISCOM.

c. Vehicles and Communications. Vehicles and communications equipment organic to the headquarters are used. When OPFOR are employed, a vehicle and digital communications for the

evaluator/controller are needed. The senior trainer or OC will require digital communications to provide input from the MIL.

d. Maneuver Area. A training area of sufficient size is required to support the number of vehicles and equipment in a tentative DSA. Vehicles should be spaced a minimum of 25 meters apart. Vegetation and terrain should allow for cover and concealment of facilities, vehicles, and equipment.

e. Master Incident List (MIL). During the STX, the MIL is essential to provide input to drive staff actions. MIL items should be inputted using the appropriate BFACS.

f. Consolidated Support Requirements. DISCOM support requirements can be calculated by adding the sum of the requirements for each subordinate unit.

8. T&EO Sequence. Table 4-13 lists the T&EOs for this STX.

Table 4-13. T&EOs from Chapter 5 to use in evaluating STX 63-6-E0005, Direct Logistics and Combat Health Services Support Operations		
Task	Task Number	Page
Operate the Logistics And Combat Health Services Support Area of the Logistics Operations Center	63-6-4020	5-90
Provide Foreign Nation Support Coordination	63-6-4032	5-121
Perform Assessment and Recovery Operations	63-6-4033	5-123
Coordinate Support for Regeneration Activities	63-6-4034	5-125
Operate the Tactical Support Area of the LOC	63-6-4035	5-74
Supervise Operations Security Program	63-6-4036	5-76
Maintain Communications	63-6-4038	5-212
Provide Personnel Services Support	63-6-4039	5-127
Provide Administrative Service Support	63-6-4040	5-130
Conduct Command Religious Support Program	63-6-4041	5-132
Provide Command and Control	63-6-4042	5-215
Provide Automation Support	63-6-4043	5-134
Manage Replacement of Weapons Systems	63-6-4046	5-136
Provide Intelligence Support	63-6-4048	5-5
Direct Area Damage Control Operations	63-6-4050	5-138
Conduct Division Support Operations	63-6-4120	5-140
Manage Class III and Water (Bulk)	63-6-4121	5-143
Manage Class V	63-6-4122	5-145
Manage Class VII (Property Book)	63-6-4123	5-147
Manage Class I, II, III (P), and IV	63-6-4124	5-149
Manage Class IX (Repair Parts) and Maintenance Activities	63-6-4125	5-151
Manage Armament and Combat Vehicle Maintenance Activities	63-6-4126	5-157
Manage Automotive-Ground Support Equipment Maintenance Activities	63-6-4127	5-161
Manage Communications and Electronics Equipment Maintenance Activities	63-6-4128	5-165
Manage Aviation and Missile Systems Maintenance Activities	63-6-4129	5-168
Manage CSS Automation Maintenance Activities	63-6-4131	5-172
Manage Distribution Systems	63-6-4134	5-178
Combat Battlefield Stress	63-6-4303	5-220
Perform Risk Management Procedures	63-6-4326	5-181

**HEADQUARTERS, DIVISION SUPPORT COMMAND
SITUATIONAL TRAINING EXERCISE
MANAGE DISTRIBUTION SYSTEMS
STX 63-6-E0006**

1. Objective. This STX is designed to train the Division Support Operations Office to manage distribution systems. The Support Operations Office establishes the Distribution Management Section (DMS) as a logistics and combat health services support fusion center. The DMS collects, collates, and analyzes TAV/ITV information and makes recommendations as to how best to maximize the flow of sustainment resources available to the division. The DMS Operations Branch provides the Support Operations Office with overall TAV and ITV of all commodities and units moving into, out of, and within the Division area. The Operations Branch also monitors all logistics functions and operations, to include: local procurement/Foreign Nation Support; combat health services operations; and aviation and ground maintenance operations. The DMS Plans Branch develops current and future support operations plans and works closely with the division G4 and G3. While other branches within the Support Operations Office provide functional management for movements, aviation and ground maintenance, property book accountability, automation support, medical logistics, and materiel, the DMS exercises tasking authority and staff supervision over other sections within the Division Support Operations Office. The DMS must become proficient in establishing TAV/ITV of sustainment resources supporting the division, exercising tasking authority over materiel, aviation and ground maintenance operations, medical logistics, field services and movement functions. The DMS must be able to efficiently and effectively direct, redirect, cross-level or mass sustainment resources at critical points within the division area of responsibility based on command guidance. This STX combines the elements of current and future logistics and combat health services support planning, distribution management planning and control, establishing and maintaining asset and intransit visibility, materiel distribution, medical logistics, aviation, and ground maintenance and movement management and tasking authority necessary to provide logistics and combat health services support to the division.

2. Interface.

a. This STX supports subordinate unit STXs concerning the performance of specific logistics or combat health services support missions.

b. This STX supports the DISCOM FTX - Support Division Tactical Operations.

c. This STX can be used to practice mission tasks, to include: conducting current and future logistics and combat health services support planning; developing the DISCOM task organization; establishing, coordinating, and managing distribution systems; and directing, redirecting, cross-leveling, or massing logistics and combat health services support at critical points within the division area of responsibility. This STX can also be used to analyze the effectiveness and efficiency of logistics and combat health services organizational capabilities. In addition, it can be used to coordinate, synchronize, and manage materiel, local procurement, ground and aviation maintenance, personnel replacement operations, transportation modal operations, reconstitution operations, combat health services support, medical logistics operations, and weapon systems readiness during division tactical operations as part of a CPX or FTX.

d. If this STX is used with all or some subordinate elements, the corresponding DISCOM STX: Direct Logistics and Combat Health Services Support Operations and the corresponding battalion-level and company-level mission STX should be trained prior to, or concurrently with, the DISCOM exercise.

3. Training.

a. Leader Training.

(1) Classroom activities should include discussing the TSOP and procedures outlined in FMs 8-15, 55-1, 63-2-2, 71-100, 100-10, 100-10-1, and 100-16. The T&EOs listed in this STX should also be reviewed.

(2) A MAPEX, when used, should be combined with a sand table exercise. If possible, a map of the location where the STX will be conducted and a sand table model depicting the actual terrain should be used. The MAPEX emphasizes terrain analysis, staff coordination, selection of unit defensive positions, selection of operating areas, and OPFOR points of attack.

(3) Games and simulations are developed to teach leaders as part of a continuing officer and NCO development program. They also are used to exercise command and control at various command and staff levels.

(4) A CPX can be conducted in garrison or at a field site. This exercise allows units to practice the following staff activities: the set up of LOC analog and digital communications procedures, which are necessary to plan current and future operations; attain and sustain TAV and ITV of materiel and other resources flowing into the division; improve staff coordination procedures; and the use of the TSOP.

(5) Communications Exercise (COMEX)/Situational Awareness Exercise is used to practice battle command information procedures and operations, as well as logistics and combat health services support coordination. Units practice these mission tasks using appropriate automation systems, to include: Combat Service Support Control System (CSSCS), Force XXI Battle Command, Brigade and Below (FBCB2), Movement Tracking System (MTS) and other battlefield functional area control systems (BFACS), and logistics and medical standard army management information systems (STAMIS). The Support Operations Office should practice continuity of operations (COOP) techniques and procedures in order to develop manual procedures for use in the event of automation failure or disruption due to enemy action.

(6) A TEWT can be conducted at a field site. Support Operations Section representatives from subordinate logistics and combat health services units should participate. The exercise should emphasize staff coordination; situational awareness; total asset and intransit visibility; logistics and combat health services support system analysis and decision making; leadership and staff procedures; and inter unit cooperation and coordination, as part of a professional development program for Support Operations Office personnel.

(7) Games and simulations are developed to train leaders as part of a continuing officer and NCO development program. They are also used to exercise command and control at various command and staff levels. Games and simulations using realistic divisional logistics and combat health services support requirements can be used to train DISCOM leaders.

(8) Tips for leader training.

(a) Leaders should familiarize themselves with FMs 63-2-2, 63-20-1, 63-21-1, 63-23-2, and 100-10-1 to obtain doctrinal procedures for managing distribution systems, coordinating internal and external logistics and combat health services support requirements, and maintaining TAV and ITV of sustainment resources.

(b) The division and DISCOM TSOP should be reviewed.

(c) A personal reconnaissance should be conducted of the training area where the logistics and Combat Health Services support operations would be performed, if possible.

(d) The following leader tasks which must be trained or executed by the senior trainer (DISCOM commander or XO) with this STX are: issue planning guidance, supervise staff operations, establish resource and support priorities, approve DISCOM task organization, approve

recommendations to distribute and redistribute sustainment resources, and make recommendations to improve distribution management procedures and operations.

(e) CSSCS supports the decision making process with course of action analysis. The DMS can analyze up to three courses of action for a 5-day period. Variables include combat posture, division task organization, miles traveled, and geographical region.

(f) Leaders should familiarize themselves with the CSSCS database of division personnel and equipment authorizations, and unit and equipment planning factors. Leaders should familiarize themselves with the Baseline Resource Item List (BRIL) and develop techniques to determine critical items for inclusion into the Commander's Tracked Item List (CTIL).

b. Tips for Training.

(1) After the Support Operations Office has demonstrated proficiency in the tasks and leaders have been trained in the leader tasks, this STX can be trained under several options:

- (a) In a field or MOUT environment.
- (b) With or without NBC conditions.
- (c) Day or night.
- (d) With or without OPFOR interdictions.
- (e) Offensive, defensive, or retrograde operations.
- (f) Support and stability operations.

(2) The Support Operations Office must become proficient in managing distribution systems before attempting more complex options.

(3) In giving his guidance and possible courses of action, the DISCOM commander should offer variations. Some variations are listed below.

- (a) Integrate Foreign Nation Support (FNS) distribution systems to support the division.
- (b) Increase the size of the Division/DISCOM task force or area of operation.
- (c) Use contractors on the battlefield.
- (d) Support non-linear or deep operations.
- (e) Apply automation constraints.

(4) After proficiency in this STX is reached, the DISCOM sustains proficiency by executing this STX as part of an FTX.

(5) When using OPFOR, the OPFOR evaluator/controller must exercise close control over the actions of the OPFOR. The trainer must set up specific OPFOR tasks with an overall objective to include counter-tasks for the OPFOR. OPFOR will not be employed unless this STX is used as part of an FTX.

4. Training Enhancers.

a. The senior trainer issues planning guidance, establishes logistics and combat health services support priorities, and selects logistics and combat health services options based on the Division commander's/G4 guidance or based upon his own judgment.

b. Staff recommendations, reports, and correspondence are submitted in hard copy to the senior trainer for evaluation.

c. The Support Operations Office, in conjunction with the division G4, develops the division distribution plan. The Support Operations Office, with its functional managers, implements the distribution plan. The DMS maintains situational awareness of the division distribution system and continually seeks ways and means to maximize distribution flow into the division. The DMS conducts pipeline and transportation modal operations analysis, and monitors customer wait time/order ship time and repair cycle time on all items on the CTIL. The DMS performs these mission tasks using automated and manual reports from functional managers, logistics STAMIS, MTS, CSSCS, FBCB2, and other BFACS. The DMS will direct, redirect, cross level, or mass sustainment resources within the division area of responsibility based on METT-TC and command guidance.

d. In considering the proficiency of the Support Operations Office, the following sequential guidance can be used:

(1) Did the Support Operation Office develop current and future logistics and combat health services support plans; establish and manage the divisional distribution system; and establish total asset and intransit visibility to properly coordinate, prioritize, direct, redirect, cross-level or mass sustainment resources to support the division based on METT-TC or the commander's guidance?

(2) Did subordinate and attached units respond correctly and promptly to Support Operations Office plans, directions, priorities, and tasking authority?

e. Deficiencies identified in (1) above can be traced to staff weaknesses. Those identified in (2) above are DISCOM subordinate unit weaknesses. If distribution management plans, systems and directive authority are satisfactory, but the DISCOM subordinate unit execution is poor, then more frequent performances of the Distribution Management Section/DSB, ASB and FSB interaction must occur during FTXs or battalion-level mission STXs.

f. When this STX is conducted with only the headquarters DISCOM participating, leader and Support Operations representatives from supported, subordinate, and attached units should participate to define the distribution system, generate logistics and combat health services support distribution requirements, and enhance staff to staff cooperation and coordination.

g. This exercise begins with guidance from the senior trainer and ends when Threat Level II/III is reached. AARs are conducted as shown in Table 4-14. This table includes a suggested scenario.

**Table 4-14. Headquarters, Division Support Command STX 63-6-E0006,
Manage Distribution Systems**

EVENT	ACTION	ESTIMATED TIME	
1.	Receipt of planning guidance on current or future operation		10 min
2.	Determine logistics and combat health services support unit locations, resources available, and unit capabilities and support requirements	4 hrs	
3.	Task Support Operations Section commodity, procurement, medical operations, medical materiel, CSSAMO, MCO and maintenance managers to develop proponent subplans		30 min
4.	Integrate Support Operations Section, DSB, ASB, FSB, Division G4, and EAD capabilities and requirements into distribution plans	2 hrs	
5.	*Prioritize support and task organize divisional and attached CSS units	2 hrs	
6.	Develop division logistics and combat health services support distribution system	4 hrs	
7.	Brief DISCOM commander/G4		30 min
8.	AAR	1 hr	
9.	Disseminate approved division distribution management plan to EAD, G4, DSB, ASB, FSB, and divisional elements	1 hr	
10.	AAR	1 hr	
11.	Manage distribution systems; establish TAV/ITV of sustainment resources in and out bound to the division	4 hrs	
12.	*Maintain TAV/ITV of sustainment resources in and out bound to the division	2 hrs	
13.	Coordinate activities of Support Operations Section commodity, procurement, CSSAMO, medical operations, medical materiel, MCO, and maintenance service managers	2 hrs	
14.	Gain visibility over terminal operations in the DSB, ASB, and FSB	2 hrs	
15.	Direct, redirect, cross-level, and mass logistics and combat health services support at critical points based on METT-TC and command directives	4 hrs	
16.	OPFOR sighted		15 min
17.	Support degradation occurs		30 min
18.	Reestablish distribution system	1 hr	
19.	Level II/III threat is reached		30 min
20.	Final AAR	1 hr	
Total Time: 29 hrs 25 min			
NOTE: Events will be trained to standard, not time limitations. The time required to train an event will vary based on METT-TC factors and the training proficiency of the DISCOM staff.			
* Indicates time is not added to the total time because tasks are performed simultaneously.			

5. General Situation.

a. The DISCOM is deployed in a combat zone. The DISCOM mission is to provide logistics and combat health services support to a division and attached elements. The division OPORD and annexes have been analyzed.

b. The DISCOM commander, staff, and key leaders are assembled to begin planning. The DSA is established and force protection activities are employed.

c. Supported units and DISCOM subordinate and attached units are generating logistics and combat health services support requirements. Corps logistics and combat health services support units are on the ground and are available to support Division with sustainment resources and unit capabilities.

d. Intelligence information on the tactical situation is disseminated from the division G2 to the DISCOM S2/S3 Section using BFACS. OPSEC and physical security measures have been implemented by the DISCOM.

e. The OPFOR may be in the form of conventional or unconventional forces and have the capability of intelligence gathering, and conducting both overt and covert attacks, to include use of weapons of mass destruction. The OPSEC program is a passive defensive measure. Local security is maintained by the use of OPSEC countermeasure techniques.

f. The DISCOM mission may be performed in a field or MOUT environment.

g. Casualties, transfers of personnel, and EPW have caused personnel adjustments within the DISCOM.

6. FRAGO.

a. The DISCOM commander issues the following FRAGO:

"The division is continuing to conduct tactical operations from current locations. Priority of support is initially to the ----- Brigade. At ----- (time/date) priority of support is shifted to the ----- Brigade. We must be able to track the movement of sustainment resources flowing into the division as well as those internal to the division. We must be able to shift support to the ----- Brigade on order. Stay abreast of the distribution requirements for the Division.

Continue to coordinate closely with the DSB, FSBs, and ASB on logistics and combat health services support requirements and be prepared to direct, redirect, cross-level or mass logistics and Combat Health Services support assets at critical points based on METT-TC. I want a seamless and synchronized flow of materiel and other sustainment resources to the maneuver forces with a minimum of double handling of cargo or customer wait time. I want maintenance managers to strictly supervise repair cycle time on all items on the Commander's Tracked Items List. I want TAV/ITV from the maneuver company to EAD. Pay particular attention to terminal operations and cargo transfer operations within the DSB, ASB, and FSB. I want no bottlenecks there. Make maximum use of throughput and transload operations down to the lowest level DSU or customer level. Monitor backhaul usage and the disposition of all flatracks. I want flatracks expeditiously returned to the distribution system. Continually seek ways to maximize distribution of sustainment resources to the maneuver brigades. I want to be updated on the status of support as soon as you encounter problems you cannot resolve or there is a break in the distribution pipeline."

b. The DISCOM commander issues the following instructions:

"Begin planning a division distribution system to support this mission. I will disseminate additional information as it is received. Plan to conduct AARs after you've developed the distribution plan, after the plan has been disseminated, and a final AAR after threat Level II/III is reached. Are there any questions?"

7. Support Requirements.

a. Minimum Trainer and OCs. This exercise should be conducted with the DISCOM commander or XO as the senior internal evaluator. If the STX is conducted for the DISCOM headquarters staff, then one evaluator per staff section is required. If the STX is conducted as part of a DISCOM FTX, the required evaluators should include the sum of evaluators of each subordinate DISCOM STX.

b. Opposing Force:

(1) The OPFOR is not required when the exercise is conducted as a staff STX. OPFOR should be used if the exercise is part of a DISCOM FTX.

(2) OPFOR should have specific missions and be controlled whenever used.

(3) MILES can be used, or the controllers can assess damage to the units of the DISCOM.

c. Vehicles and Communications. Vehicles and communications equipment organic to the headquarters are used. When OPFOR is employed, a vehicle and digital communications for the evaluator/controller are needed. The senior trainer or OC will require communications to input items from the MIL.

d. Maneuver Area. A training area of sufficient size is required to support the number of vehicles and equipment in a tentative DSA. Vehicles should be spaced a minimum of 25 meters apart. Vegetation and terrain should allow cover and concealment for facilities, vehicles, and equipment.

e. Master Incident List (MIL). During the STX, the MIL is essential to provide input to drive staff actions. MIL items should be inputted using the appropriate BFACS.

f. Consolidated Support Requirements. DISCOM support requirements can be calculated by adding the sum of the requirements for each subordinate unit.

8. T&EO Sequence. Table 4-15 lists the T&EOs for this STX.

Table 4-15. T&EOs from Chapter 5 to use in evaluating STX 63-6-E0006, Manage Distribution Systems		
Task	Task Number	Page
Operate the Logistics and Combat Health Services Support Area of the Logistics Operations Center	63-6-4020	5-90
Provide Foreign Nation Support Coordination	63-6-4032	5-121
Perform Assessment and Recovery Operations	63-6-4033	5-123
Coordinate Support for Regeneration Activities	63-6-4034	5-125
Maintain Communications	63-6-4038	5-212
Provide Automation Support	63-6-4043	5-134
Manage Replacement of Weapons Systems	63-6-4046	5-136
Conduct Division Support Operations	63-6-4120	5-140
Manage Class III and Water (Bulk)	63-6-4121	5-143
Manage Class V	63-6-4122	5-145

**Table 4-15. T&EOs from Chapter 5 to use in evaluating STX 63-6-E0006,
Manage Distribution Systems**

Task	Task Number	Page
Manage Class VII (Property Book)	63-6-4123	5-147
Manage Class I, II, III (P), and IV	63-6-4124	5-149
Manage Class IX (Repair Parts) and Maintenance Activities	63-6-4125	5-151
Manage Armament and Combat Vehicle Maintenance Activities	63-6-4126	5-157
Manage Automotive-Ground Support Equipment Maintenance Activities	63-6-4127	5-161
Manage Communications and Electronics Equipment Maintenance Activities	63-6-4128	5-165
Manage Aviation and Missile Systems Maintenance Activities	63-6-4129	5-168
Manage CSS Automation Maintenance Activities	63-6-4131	5-172
Manage Distribution Systems	63-6-4134	5-178
Combat Battlefield Stress	63-6-4303	5-220
Perform Risk Management Procedures	63-6-4326	5-181

**HEADQUARTERS, DIVISION SUPPORT COMMAND
SITUATIONAL TRAINING EXERCISE
COORDINATE FORCE PROTECTION ACTIVITIES
STX 63-6-E0007**

1. Objective. This STX is designed to provide the DISCOM staff and key leaders practice in planning, coordinating, and providing command and control of force protection measures to defend DSA bases and sustainment resources. The staff must become proficient in analyzing the threat, planning and coordinating base cluster operations, coordinating responses to threat activities, assessing damage, coordinating close air support (CAS), fire support, military police, tactical combat force support, and coordinating ADC operations. This STX combines the elements of planning, controlling, coordinating, and directing procedures necessary to defend DSA bases and sustainment resources.

2. Interface.

- a. This STX supports the DISCOM FTX - Support Division Tactical Operations.
- b. This STX supports the Battalion STX - Supervise Force Protection Activities.
- c. This STX is supported by the Company-level STX - Defend Assigned Area.

3. Training.

a. Leader Training.

(1) This STX can be used to plan, coordinate, and implement force protection activities as a part of a CPX or FTX. If this STX is used with all or some subordinate units, the corresponding battalion STX should be trained prior to the DISCOM exercise.

(2) During classroom activities, the use of the TSOP and the responsibilities and procedures outlined in FMs 63-2-2, 71-100, and 90-14 should be discussed. The T&EOs listed in this STX should also be reviewed.

(3) The leader should use a map of the location where the STX is to be conducted and a sand table model depicting the actual terrain, if possible.

(4) CPXs, CFXs, and TEWTs provide ground training for leaders when the exact location of the STXs is used.

(5) Simulations and games teach leaders as part of a continuing officer and NCO development program.

(6) Situational awareness should be maintained throughout this STX using the real time capability of Battlefield Functional Area Control System architecture.

(7) Tips for leader training.

(a) Leaders should familiarize themselves with the procedures for planning and executing base cluster operations.

(b) Leaders should conduct a personal reconnaissance of the training area where base cluster operations will take place.

(c) Leaders should review the DISCOM and higher echelon base cluster operations SOPs and OPORD.

(d) The leader tasks which must be trained or executed by the senior trainer (DISCOM commander or XO) with this STX are: conduct mission analysis, restate the mission, issue planning guidance, supervise staff operations, deploy the Tactical Combat Force, recommend deployment of the tactical combat force or MP unit, approve repositioning of subordinate element defensive positions, and establish DSA restoration priorities.

b. Tips for Training.

(1) After the DISCOM has demonstrated proficiency in the tasks for this STX, this STX can be trained under several options.

- (a) Simultaneous threats.
- (b) With or without NBC conditions.
- (c) Day or night.

(2) The staff must become proficient in planning, coordinating, and executing base cluster operations and ADC before attempting more complex options.

(3) After proficiency in this STX is reached, the staff sustains proficiency by executing this STX as part of an FTX.

(4) When using OPFOR, the OPFOR evaluator/controller must exercise close control over the actions of the OPFOR. The trainer must set up specific OPFOR tasks with an overall objective of placing maximum stress upon the DISCOM staff.

4. Training Enhancers.

a. The commander completes mission analysis, issues planning guidance, restates the mission, and selects tactical defensive options based upon the division commander's guidance or based upon his judgment. Intelligence reports disseminated using the appropriate BFACS influence base cluster operations planning.

b. Unless otherwise approved by the chief OC, all reports and recommendations should be provided in hard copy to the senior trainer for evaluation.

c. Base cluster operations limitations and assumptions include:

(1) Lack of unit mobility impedes the ability of sustainment bases to rapidly shift locations.

(2) The lack of heavy weapons prevents the DISCOM from decisively engaging and defeating a major enemy ground attack. Listening/observation posts must be located far enough forward of base perimeters to give early warning. The internal response force should be committed as soon as the primary threat avenue is identified.

(3) Failing early notification, the defense should prevent penetration of subordinate elements and bases by committing the internal response force or shifting personnel from unengaged sectors of the perimeter.

(4) Once the OPFOR has achieved penetration of the sustainment base, rally points within each company and battalion area should be established to allow commanders to regain control over their elements for the purpose of reestablishing organizational integrity prior to counterattack to regain lost ground. Upon arrival of the TCF or MP units, the base commander will hand over

responsibility for counterattack to the commander of the TCF or MP unit. The base commander will place base personnel under operational control of the counterattacking force for the purpose of regaining control of bases and facilities. Upon successful completion of the counterattack or instructions from the commander, TCF, or MP unit, base personnel will revert to their original mission and command and control structure.

d. These assumptions are based on the fact that when the enemy knows what type of units (CSS and CS) are grouped together, and where those units are located, the units will become a prime target for threat weaponry.

e. Military Police will be committed as a response force against a Level II threat and will be controlled by the rear command post operations center. The DISCOM and MP response forces will drive the OPFOR out of the area. Threat forces exceeding the capability of MP forces will be handed over to a tactical combat force.

f. The survival of the DISCOM and the division itself is dependent upon the survival of the DSA. High-risk measures in defense of the DISCOM are justified and may be required in order to preserve DSA bases and sustainment resources. These required measures include:

(1) Total commitment of personnel to the defense until additional combat forces can be brought to bear.

(2) Commitment of all available combat/combat support weaponry (including those in repair or stock) to preserve DSA bases and sustainment resources.

g. There is no justification for abandonment of the DSA and its sustainment resources regardless of enemy pressure. Contingency materiel and equipment destruction plans should be developed and implemented on order.

h. In considering the proficiency of the staff, the following sequential guidance can be used:

(1) Did the force protection plan and ADC plan conform to the commander's guidance?

(2) Did the subordinate units properly implement the force protection and ADC plans?

i. Deficiencies identified in (1) above can be traced to staff weaknesses. Those identified in (2) above are DISCOM weaknesses. If the plan is satisfactory but the DISCOM execution is poor, then more frequent performances of defense missions should be conducted during FTX or battalion and company level STX.

j. This exercise begins with a Level II/III threat and ends once restoration of subordinate elements and facilities are completed. AARs are conducted after completion of ADC activities and after restoration operations. Table 4-16 is a suggested scenario.

**Table 4-16. Headquarters, Division Support Command STX 63-6-E0007,
Coordinate Force Protection Activities**

EVENT	ACTION	ESTIMATED TIME	
1.	Receive planning guidance		10 min
2.	Analyze the threat		40 min
3.	Determine assets and requirements	1 hr	
4.	Develop defense plan		20 min
5.	Develop ADC plan		30 min
6.	AAR	1 hr	
7.	Brief the commander		30 min
8.	Disseminate plan		30 min
9.	OPFOR spotted		15 min
10.	Determine response		30 min
11.	Coordinate tactical support	1 hr	
12.	Level II attack		30 min
13.	MP response force arrives		30 min
14.	Conduct reorganization activities	2 hrs	
15.	AAR	1 hr	
16.	Level III attack		30 min
17.	Upgrade defenses	1 hr	
18.	Shift response forces		15 min
19.	DISCOM elements OPCON to TCF	1 hr	
20.	Damage assessment	2 hrs	
21.	Conduct restoration operations	1 hr	
22.	Continue logistics CHS support mission	1 hr	
23.	Final AAR	1 hr	
Total Time 18 hrs 10 min			
NOTE: Events will be trained to standard, not time limitations. The time required to train an event will vary based on METT-TC factors and the training proficiency of the DISCOM staff.			

5. General Situation.

a. The DISCOM is forward deployed in a combat zone. The DISCOM mission is to provide logistics and combat health services support to the Division and attached elements. The brigades are in contact with enemy forces and the enemy has either infiltrated or air dropped platoon size (+) or larger forces to seek out and destroy or disrupt command and control centers and support elements, and to interdict the MSR. A Level II or III threat condition is reached.

b. The DISCOM has the responsibility for the defense of DSA bases and sustainment resources. The DISCOM commander is responsible for the defense against Level I and limited Level II attacks. Level II/III attacks are handed over to MP forces or a tactical combat force.

c. The RCPOC commander and the ROC have been designated.

d. The DSA has experienced heavy damage to bases and facilities. Control assessment teams have been designated. The DISCOM commander has established priorities for ADC.

6. FRAGO.

a. The DISCOM commander is conducting a staff meeting where he provides the following information and guidance:

"The Division G2 has reported company sized enemy units have been spotted in the vicinity of -----, moving ----- (direction) toward DSA bases. Digital intelligence reports indicate the enemy's objective is the destruction of support units and command and control centers in the DSA and interdiction of the MSR. The enemy has recently used chemical agents in the brigade areas. This is a threat Level II/III attack. Cease logistics operations and have subordinate and attached units execute their base defense plans. Activate the RCPOC. Alert the MP and TCF forces. Make maximum use of available indirect fire support and CAS if available to disrupt these attacks before they come in contact with our perimeter."

b. The DISCOM commander issues the following instructions to the staff:

"This exercise ends when the subordinate elements' bases and facilities return to normal operational status. You should conduct an ARR after the defense and ADC tasks are completed and after reorganization. A final AAR will be conducted after restoration activities have been completed. Are there any questions?"

7. Support Requirements.

a. Minimum Trainer and OCs. This exercise should be conducted with the DISCOM commander or XO as the trainer and primary OC. If the STX is conducted for the DISCOM staff, one OC per staff section is required. If the STX is conducted as part of an FTX, the required evaluators should be the sum of all subordinate elements STXs. Each OPFOR platoon should have one controller/evaluator to control activity, assess damage and casualties, and evaluate tactics and techniques of DISCOM personnel. An additional evaluator should accompany each response element and have similar responsibilities.

b. Opposing Force. An OPFOR platoon (+) or company is required for the exercise for Level III activities. The OPFOR should be well trained in patrolling and assault tactics and have specific missions within the DSA. During the conduct of an FTX both mounted and dismounted operations should be executed. The following guidelines assist in assessing damage:

(1) Any soldier that masks a firing weapon is a casualty.

(2) Any soldier that remains exposed to OPFOR fire for longer than three consecutive seconds is a casualty.

(3) Any soldier or vehicle within five meters of a grenade, unless protected by sump or cover is a casualty/destroyed.

(4) Any vehicle or equipment that OPFOR comes within five meters is destroyed.

c. Vehicles and Communications. Vehicles and communications equipment organic to the HQ, DISCOM are used. The senior trainer or OC will require digital communications for providing input from the MIL. When OPFOR is employed, a vehicle and digital communications are needed for the OC. OPFOR OCs report to the senior trainer.

d. Maneuver Area. A training area is required sufficient to support the number of vehicles, equipment, and operational areas in a DSA.

e. Master Incident List (MIL). During this STX, the MIL is essential to provide input to drive DISCOM staff actions. MIL items should be inputted using the appropriate BFACS.

f. Consolidated Support Requirements. DISCOM support requirements can be calculated by adding the sum of the requirements for each subordinate unit.

8. T&EO Sequence. Table 4-17 lists the T&EOs for this STX.

Table 4-17. T&EOs from Chapter 5 to use in evaluating STX 63-6-E0007, Coordinate Force Protection Activities		
Task	Task Number	Page
Plan Area Tactical Operations	63-6-4011	5-69
Plan Base Cluster Operations	63-6-4013	5-71
Operate Tactical Support Area of the Logistics Operations	63-6-4035	5-74
Supervise Operations Security Program	63-6-4036	5-76
Supervise Nuclear, Biological, and Chemical Defense Operations	63-6-4037	5-78
Maintain Communications	63-6-4038	5-212
Conduct Command Religious Support Program	63-6-4041	5-132
Provide Command and Control	63-6-4042	5-215
Operate Rear Tactical Operations Center	63-6-4047	5-82
Provide Intelligence Support	63-6-4048	5-5
Direct Response to Threat Actions	63-6-4049	5-84
Direct Area Damage Control Operations	63-6-4050	5-138
Combat Battlefield Stress	63-6-4303	5-220
Perform Risk Management Procedures	63-6-4326	5-181

**HEADQUARTERS, DIVISION SUPPORT COMMAND
SITUATIONAL TRAINING EXERCISE
SUPERVISE REDEPLOYMENT OF SUBORDINATE ELEMENTS TO HOME STATION
STX 63-6-E0008**

1. Objective. This STX is designed to train the DISCOM staff and key leaders in supervising the redeployment of subordinate elements from a theater of operations to home station or a mobilization site. This STX also provides the commander and key leaders and staff with practice in planning, controlling, and coordinating subordinate DISCOM element redeployment activities. The DISCOM must become proficient in planning, preparing, and controlling subordinate units in force projection operations.

2. Interface.

a. This STX supports the DISCOM FTX - Support Division Tactical Operations.

b. This STX is supported by Battalion-level STX - Supervise Redeployment of Subordinate Elements to Home Station.

c. This STX can be used to plan and implement the redeployment of subordinate elements to home station or mobilization site as part of a CPX or FTX. If this STX is used with all or some subordinate elements, the corresponding company STX should be trained prior to the HQ, DISCOM exercise.

3. Training.

a. Leader Training.

(1) This STX can be used to plan and implement redeployment (land, sea, or air) of the DISCOM as a part of an FTX or CPX.

(2) During classroom activities, the use of the TSOP, the responsibilities and procedures outlined in FMs 55-9, 55-10, 55-65, and 100-17 series, and ARs 700-84 and 750-1 should be discussed. The T&EO listed in this STX should also be reviewed.

(3) The leader should use a map of the location where the STX is to be conducted and a sand table model depicting the actual terrain, if possible.

(4) Command Post Exercises (CPXs), Command Field Exercises (CFXs), and TEWTs provide ground training for leaders. STXs support such exercises.

(5) Simulations and games are developed to teach leaders as part of a continuing officer and NCO development program. They are also used to exercise command and control at various command and staff levels.

(6) Tips for leader training.

(a) Leaders should familiarize themselves with the contingency plans and procedures for planning and executing redeployment operations.

(b) Leaders should conduct a personal reconnaissance of the training area where redeployment training activities will take place.

(c) Leaders should review the DISCOM and division redeployment SOPs.

b. Tips for Training.

(1) After the HQ, DISCOM demonstrates proficiency for the tasks in Table 4-18, this STX can be trained under several options.

- (a) Multiple increments.
- (b) Various DISCOM category levels.
- (c) Different modes of transportation.
- (d) Day or night.
- (e) All environmental conditions

(2) The HQ, DISCOM must become proficient in the basics of planning and executing redeployment activities before attempting more complex options.

(3) After proficiency in this STX is reached, the HQ, DISCOM sustains proficiency by executing this STX as part of an FTX.

4. Training Enhancers.

a. The commander, in coordination with Headquarters, Division, secures redeployment guidance, orders, pertinent plans, and SOPs and reviews redeployment contingency plans.

b. Subordinate units updates unit redeployment plans in coordination with the DISCOM staff.

c. The Division G3 provides DISCOM with the redeployment sequence data.

d. Unless otherwise approved by the senior OC, all reports and recommendations should be provided in hard copy to the senior trainer for evaluation.

e. This exercise begins with the receipt of a redeployment warning order and ends when the DISCOM is at home station or mobilization site. AARs are conducted as shown in Table 4-18. This table includes a suggested scenario.

Table 4-18. Headquarters, Division Support Command STX 63-6-E0008, Supervise Redeployment of Subordinate Elements to Home Station			
EVENT	ACTION	ESTIMATED TIME	
1.	Receive warning order		10 min
2.	*Coordinate reconstitution of DISCOM subordinate and attached units for redeployment	1 hr	
3.	Plan DISCOM redeployment	2 hrs	
4.	*Coordinate turn in of excess sustainment stock	1 hr	
5.	Prepare redeployment movement order/plan	1 hr	
6.	Provide redeployment support	1 hr	
7.	AAR	1 hr	
8.	Coordinate nontactical road marches	1 hr	
9.	Coordinate redeployment advance party activities	1 hr	
10.	Coordinate APOE/SPOE activities	1 hr	
11.	AAR	1 hr	

Table 4-18. Headquarters, Division Support Command STX 63-6-E0008, Supervise Redeployment of Subordinate Elements to Home Station			
EVENT	ACTION	ESTIMATED TIME	
12.	Coordinate APOD/SPOD activities	1 hr	
13.	Coordinate nontactical road marches	1 hr	
14.	Arrive at home station	1 hr	
15.	Final AAR	2 hrs	
Total Time: 14 hrs 10 min			
NOTE 1: Events will be trained to standard, not time limitations. The time required to train an event will vary based on METT-TC factors and the training proficiency of the unit.			
NOTE 2: Some events are accomplished concurrently while others occur in sequence.			
* Indicates time is not added to the total time because tasks are performed simultaneously.			

5. General Situation.

a. The DISCOM is currently forward deployed in a combat zone. Hostilities have ceased. The DISCOM is to be redeployed to CONUS. The DISCOM is under the command and control of Headquarters, Division.

b. DISCOM subordinate commanders provide personnel and equipment status reports to staff sections.

c. The MACOM logistics element provides required redeployment support.

d. APOEs, SPOEs, and the CONUS location are identified.

6. FRAGO. The commander issues the following FRAGO:

"We have been alerted to redeploy to home station with the division. We must be prepared to support division and attached units through their redeployment activity. S3 you have the lead. All units will prepare personnel for redeployment to CONUS by air. Equipment will deploy both by sea and air. I want 100% accountability of personnel and equipment from all subordinate and attached units. Support Operations, I want to be briefed on the disposition of sustainment stocks remaining under the control of DISCOM subordinate units and in the hands of divisional and attached units. Ensure excess sustainment stocks are identified and turned in to the appropriate EAD agency. I want a detailed briefing at ----- (time) on our redeployment plan and our plan to retrograde excess sustainment stocks to EAD reclamation sites. Be prepared to move to the RAA/TAA at ----- (grid coordinates) within ----- hours using alternative Route A. I will conduct an AAR after the conclusion of this STX."

7. Support Requirements.

a. Minimum Trainer and OCs. This exercise should be conducted with the DISCOM commander or DISCOM XO as the senior trainer and primary OC. Because of the detail required in evaluating the details of redeployment, a minimum of one OC per staff section is required. The trainers and OCs monitor and evaluate the accuracy of the data, the soundness of planning and recommendations, and the thoroughness of coordination.

b. Opposing Force:

- (1) The OPFOR should have specific missions and be controlled whenever used.
- (2) The MILES can be used or the OCs can assess damage to facilities, equipment losses, and personnel casualties.
- c. Vehicles and Communications. Vehicles and communications equipment organic to HQ, DISCOM are used. When OPFOR is employed, a vehicle and radio for the OCs are required. The senior trainer/OC requires communications to provide input from the MIL.
- d. Maneuver Area. Depending upon the LTA, an adequate training area for setting up operations of approximately 6 by 20 kilometers is desirable. A road network is required that allows a road march of at least 20 kilometers.
- e. Master Incident List (MIL). The MIL is essential to provide input to drive staff actions. MIL items should be inputted using the appropriate BFACS.
- f. Consolidated Support Requirements. DISCOM support requirements can be calculated by adding the sum of the requirements for each subordinate unit.
8. T&EO Sequence. Table 4-19 lists the T&EOs for this STX.

Table 4-19. T&EOs from Chapter 5 to use in evaluating STX 63-6-E0008, Supervise Redeployment of Subordinate Elements to Home Station		
Task	Task Number	Page
Combat Battlefield Stress	63-6-4303	5-220
Perform Risk Management Procedures	63-6-4326	5-181
Supervise Deployment/Redeployment Activities	63-6-4853	5-24
Update Movement Plan/Order	63-6-4854	5-27
Coordinate Reconstitution for Redeployment	63-6-4865	5-51
Prepare Redeployment Movement Plan/Order	63-6-4866	5-53
Provide Redeployment Support	63-6-4867	5-55
Perform Redeployment Advance Party Activities	63-6-4868	5-58
Perform Theater Rear Detachment Activities	63-6-4869	5-60
Coordinate Home Station Activities	63-6-4870	5-62
Plan Redeployment	63-6-4874	5-224

Chapter 5 Training and Evaluation Outlines

5-1. INTRODUCTION. This chapter contains the training and evaluation outlines for the unit. T&EOs are the foundation of the MTP and the collective training of the units. T&EOs are training objectives (task, conditions, and standards) for the collective tasks which support critical wartime operations. The unit must master designated collective tasks to perform its critical wartime operations. T&EOs may be trained separately, in an STX, in an FTX, or in live-fire exercises. For collective live-fire standards, the trainer needs to refer to the applicable gunnery manual for the appropriate course of fire. Those standards and courses of fire need to be integrated into the training exercise.

5-2. STRUCTURE. The T&EOs in this chapter are listed in Table 5-1. The Mission-to-Collective Task Matrix in Chapter 2 lists the T&EOs required to train the critical wartime missions according to their specific BOS.

5-3. FORMAT. The T&EOs are prepared for every collective task that supports critical wartime operation accomplishment. Each T&EO contains the following items:

- a. Element. This identifies the unit or unit element(s) that performs the task.
- b. Task. This is a description of the action to be performed by the unit, and provides the task number.
- c. References. These are in parenthesis following the task number. The reference which contains the most information (primary reference) about the task is listed first and underlined. If there is only one reference do not underline the reference.
- d. Iteration. Used to identify how many times the task is performed and evaluated during training. The "M" identifies when the task is performed in MOPP4.
- e. Commander/Leader Assessment. This is used by the unit leadership to assess the proficiency of the unit in performing the task to standard. Assessments are subjective in nature and use all available evaluation data and submit leader input to develop an assessment of the organization's overall capability to accomplish the task. Use the following ratings:
 - (1) T - Trained. The unit is trained and has demonstrated its proficiency in accomplishing the task to wartime standards.
 - (2) P - Needs practice. The unit needs to practice the task. Performance has demonstrated that the unit does not achieve standard without some difficulty or has failed to perform some task steps to standard.
 - (3) U - Untrained. The unit can not demonstrate an ability to achieve wartime proficiency.
- f. Condition. A statement of the situation or environment in which the unit is to do the collective task.
- g. Task standard.
 - (1) The task standard states the performance criteria that a unit must achieve to successfully execute the task. This overall standard should be the focus of training. It should be understood by every soldier.

(2) The trainer or evaluator determines the unit's training status using performance observation measurements (where applicable) and his judgment. The unit must be evaluated in the context of the METT-T conditions. These conditions should be as similar as possible for all evaluated elements. This will establish a common base line for unit performance.

h. Task Steps and Performance Measures. This is a listing of actions that is required to complete the task. These actions are stated in terms of observable performance for evaluating training proficiency. The task steps are arranged sequentially along with supporting individual tasks and their reference. Leader tasks within each T&EO are indicated by an asterisk (*). Under each task step are listed the performance measures that must be accomplished to correctly perform the task step. If the unit fails to correctly perform one of these task steps to standard, it has failed to achieve the overall task standard.

i. GO/NO-GO Column. This column is provided for annotating the evaluated element's performance of the task steps. Evaluate each performance measure for a task step and place an "X" in the appropriate column. A major portion of the performance measures must be marked a "GO" for the task step to be successfully performed.

j. Task Performance/Evaluation Summary Block. This block provides the trainer a means of recording the total number of task steps and performance measures evaluated and those evaluated as "GO". It also provides the evaluator a means to rate the units demonstrated performance as a "GO" or "NO-GO". It also provides the leader with a historical record for five training iterations.

k. Supporting Individual Tasks. This is a listing of all supporting individual tasks required to correctly perform the task. Listed are the reference, tasks number, and task title.

l. OPFOR Standards. These standards specify overall OPFOR performance for each collective task. These standards ensure that OPFOR soldiers accomplish meaningful training and force the training unit to perform its task to standard or "lose" to the OPFOR. The OPFOR standards specify what must be accomplished -- not how it must be accomplished. The OPFOR must always attain its task standards, using tactics consistent with the type of enemy they are portraying.

5-4. USE. The T&EOs can be used to train or evaluate a single task. Several T&EOs can be used to train or evaluate a group of tasks such as an STX or FTX.

Develop Intelligence

Provide Intelligence Support (63-6-4048)..... 5-5

Deploy/Conduct Maneuver

Supervise Advance/Quartering Party Activities (63-6-4014)..... 5-7
 Establish Command Post (Forward) (63-6-4015)..... 5-10
 Coordinate Movement of Subordinate Elements (63-6-4017)..... 5-12
 Supervise Establishment of Subordinate Elements and Headquarters (63-6-4018)..... 5-14
 Establish the Logistics Operations Center and Administrative Areas (63-6-4019) 5-16
 Direct Deployment Alert Activities (63-6-4850)..... 5-18
 Establish the Emergency Operations Center (EOC) (63-6-4851) 5-20
 Operate the Emergency Operations Center (EOC) (63-6-4852)..... 5-22
 Supervise Deployment/Redeployment Activities (63-6-4853)..... 5-24
 Update Movement Plan/Order (63-6-4854) 5-27
 Coordinate Soldier Readiness Program Processing Support (63-6-4855)..... 5-29
 Provide Deployment Personnel and Administrative Services Support (63-6-4856)..... 5-31
 Coordinate Family Assistance Support (63-6-4857)..... 5-34
 Coordinate Deployment Training Support (63-6-4858) 5-36
 Perform Deployment Intelligence Support Functions (63-6-4859) 5-38
 Provide Deployment Logistics Support (63-6-4860)..... 5-40
 Perform Deployment Advance Party Activities (63-6-4861) 5-43

Coordinate Onward Movement (63-6-4862).....	5-45
Coordinate Rear Detachment Support (63-6-4863).....	5-47
Perform Home Station Rear Detachment Activities (63-6-4864).....	5-49
Coordinate Reconstitution for Redeployment (63-6-4865).....	5-51
Prepare Redeployment Movement Plan/Order (63-6-4866).....	5-53
Provide Redeployment Support (63-6-4867).....	5-55
Perform Redeployment Advance Party Activities (63-6-4868).....	5-58
Perform Theater Rear Detachment Activities (63-6-4869).....	5-60
Coordinate Home Station Activities (63-6-4870).....	5-62
Direct Integration Activities (63-6-4871).....	5-65
Plan Command Deployment in a Peacetime Environment (63-6-4872).....	5-67
Protect the Force	
Plan Area Tactical Operations (63-6-4011).....	5-69
Plan Base Cluster Operations (63-6-4013).....	5-71
Operate the Tactical Support Area of the Logistics Operations Center (63-6-4035).....	5-74
Supervise Operations Security Program (63-6-4036).....	5-76
Supervise Nuclear, Biological, and Chemical Defense Operations (63-6-4037).....	5-78
Operate Rear Tactical Operations Center (63-6-4047).....	5-82
Direct Response to Threat Actions (63-6-4049).....	5-84
Perform CSS and Sustainment	
Provide Assistance for Supported Command's Logistics Planning (63-6-4012).....	5-86
Operate the Logistics Support Area of the Logistics Operations Center (63-6-4020).....	5-90
Supervise Support Operations Subelement Functions (63-6-4021).....	5-93
Prepare Continuity of Operations Plan (COOP) (63-6-4022).....	5-95
Coordinate Internal Logistics (63-6-4023).....	5-97
Coordinate Bulk Class III Support (63-6-4024).....	5-100
Coordinate Class V Support (63-6-4025).....	5-103
Coordinate Maintenance Support (63-6-4026).....	5-106
Coordinate Class II, III (P), IV, VII, and IX Support (63-6-4027).....	5-109
Coordinate Class I, VI, and Water Support (63-6-4028).....	5-112
Coordinate Combat Health Support (63-6-4029).....	5-114
Coordinate Transportation Support (63-6-4030).....	5-117
Coordinate Field Services Support (63-6-4031).....	5-119
Provide Foreign Nation Support Coordination (63-6-4032).....	5-121
Perform Assessment and Recovery Operations (63-6-4033).....	5-123
Coordinate Support for Regeneration Activities (63-6-4034).....	5-125
Provide Human Resources Support - Personnel Services (63-6-4039).....	5-127
Provide Human Resources Support - Administrative Services (63-6-4040).....	5-130
Conduct Command Religious Support Program (63-6-4041).....	5-132
Provide Automation Support (63-6-4043).....	5-134
Manage Replacement of Weapons Systems (63-6-4046).....	5-136
Direct Area Damage Control Operations (63-6-4050).....	5-138
Conduct Division Support Operations (63-6-4120).....	5-140
Manage Class III and Water (Bulk) (63-6-4121).....	5-143
Manage Class V (63-6-4122).....	5-145
Manage Class VII (Property Book) (63-6-4123).....	5-147
Manage Class I, II, III(P), and IV (63-6-4124).....	5-149
Manage Class IX (Repair Parts) and Maintenance Activities (63-6-4125).....	5-151
Manage Armament and Combat Vehicle Maintenance Activities (63-6-4126).....	5-157
Manage Automotive-Ground Support Equipment Maintenance Activities (63-6-4127).....	5-161
Manage Communications and Electronics Equipment Maintenance Activities (63-6-4128).....	5-165
Manage Aviation and Missile Systems Maintenance Activities (63-6-4129).....	5-168
Manage CSS Automation Maintenance Activities (63-6-4131).....	5-172
Plan Support Operations (63-6-4133).....	5-176
Manage Distribution Systems (63-6-4134).....	5-178

Perform Risk Management Procedures (63-6-4326).....	5-181
Exercise Command and Control	
Receive the Mission (63-6-4000).....	5-183
Conduct Mission Analysis (63-6-4001).....	5-186
Apply Intelligence Preparation of the Battlefield Doctrine and Techniques (63-6-4002).....	5-189
Develop Feasible Courses of Action (63-6-4003).....	5-191
Maintain Current Estimates of the Situation (63-6-4004).....	5-193
Analyze Feasible Courses of Action (63-6-4005).....	5-195
Prepare Operations Plan/Order (63-6-4006).....	5-198
Prepare Annexes, Appendixes, Enclosures, Tabs, and Overlays (63-6-4007).....	5-201
Develop Road Movement Order (63-6-4009).....	5-203
Develop Occupation Plan (63-6-4010).....	5-207
Establish Communications (63-6-4016).....	5-209
Maintain Communications (63-6-4038).....	5-212
Provide Command and Control (63-6-4042).....	5-215
Establish the Common Operational Picture (COP) (63-6-4063).....	5-217
Combat Battlefield Stress (63-6-4303).....	5-220
Plan Command Deployment Upon Receipt of a Warning Order (63-6-4873).....	5-222
Plan Command Redeployment (63-6-4874).....	5-224

Figure 5-1. List of T&EO's

ELEMENT: Plans/Intelligence Branch

TASK: Provide Intelligence Support (63-6-4048)
 (FM 34-1) (FM 34-130) (FM 34-54)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Support operations are ongoing. The commander, staff, and subordinate units require intelligence information for current operations and planning. Intelligence information on the tactical situation is disseminated from the G3 and the RAOC. The unit, higher, and lower TSOPs are available. SCPE is on hand or field-expedient and natural shelters are available. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Intelligence information is disseminated to appropriate agencies and elements IAW TSOP and OPORD. At MOPP4, performance degradation factors decrease the processing and dissemination of intelligence information.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Plans/Intelligence Branch identifies information requirements. <ol style="list-style-type: none"> a. Identifies current intelligence information requirements. b. Lists PIR. c. Lists current intelligence holdings' shortcomings. 2. Plans/Intelligence Branch assembles required intelligence information. <ol style="list-style-type: none"> a. Prepares information collection plan. b. Submits request for additional support to higher headquarters G2 and RTOC. c. Revises collection plan to reflect current needs. 3. Plans/Intelligence Branch disseminates intelligence using BFACS. <ol style="list-style-type: none"> a. Verifies reports for pertinency, reliability, and accuracy. b. Records intelligence information in journal. c. Identifies significant effects of weather. d. Records pertinent weather data. e. Annotates situation map with current friendly and threat locations. f. Prepares INTSUM. g. Disseminates INTSUM to appropriate agencies and elements. h. Maintain situational awareness at all times using appropriate BFACS. 4. Plans/Intelligence Branch maintains classified information. <ol style="list-style-type: none"> a. Stores classified information IAW current OPSEC instructions, TSOP, and AR 190-13. b. Marks all classified information IAW TSOP and AR 190-13. c. Controls access to classified information. d. Enforces information security measures. e. Provides classified maps. f. Maintains emergency destruction devices and equipment as required by TSOP. g. Maintains emergency destruction instructions IAW AR 190-13 and TSOP. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
5. Plans/Intelligence Branch plans EPW handling. a. Coordinates handling and locations of holding areas with supporting MP element and supported command's G3. b. Monitors EPW handling operations to ensure compliance with the TSOP, OPORD, and the provisions of the Geneva Convention.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S2/3 Office

TASK: Supervise Advance/Quartering Party Activities (63-6-4014)
 (FM 63-3) (AR 530-1) (FM 101-5)
 (FM 3-19.30) (FM 3-4)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Departure time for the advance/quartering party has arrived, and the appointed personnel are prepared to depart the assembly area. Status reports, maps, overlays and other required documents have been forwarded to the commander's digital device. LPT is available for review. Essential information, including route, order of march, and ETA for the main body has been forwarded to the advance/quartering party leader. The advance/quartering party leader has been issued tentative area and CP layout with traffic circulation and communication plans. The advance/quartering party consists of an OIC, security, staff and communication elements, NBC detection team elements, and representatives from appropriate subordinate elements. Sufficient guides, markers, and other required equipment is available. Advance/quartering party deploys in MOPP2. Proposed area is to be evacuated immediately if high levels of contamination are detected. The task is performed in all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Advance/quartering party's movement is conducted IAW movement order. All new area preparation tasks as directed by the S2/3 are accomplished IAW TSOP and the OPORD. At MOPP4 performance degradation factors increase time required to perform advance/quartering party functions.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S2/3 Section organizes advance/quartering party. <ol style="list-style-type: none"> a. Provides required size of parties to subordinate elements, IAW movement order and TSOP. b. Briefs party leaders IAW the movement order and TSOP. c. Dispatches party as prescribed in the movement order. d. Maintains situational awareness at all times, using status boards, appropriate BFACS, MTS, or radio. 2. Advance/quartering party moves to new operating site. <ol style="list-style-type: none"> a. Crosses SP, checkpoints, and the RP at times prescribed in the movement order. b. Follows route prescribed in the movement order. c. Reports route changes, intelligence, and any other information to the S2/3 and/or the main body; reports using route guides, route markers, other nonelectronic means, BFACS, or MTS. d. Moves advance/quartering party into a concealed, predesignated assembly area to await clearance of new area. e. Maintains situational awareness at all times, using appropriate BFACS, MTS, or radio. 3. Advance/quartering party leader supervises the securing of the new area. <ol style="list-style-type: none"> a. Dispatches security elements to sweep the area to locate mines, booby traps, or signs of threat presence. b. Dispatches NBC survey and monitoring teams to sweep assigned sectors. c. Places OP on probable avenues of approach consistent with personnel assets. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> d. Conducts area reconnaissance (mounted or dismounted) with subordinate elements' leaders pointing out general locations of each element. e. Moves entire element into the new area. f. Forwards closing report to main body, if possible, using appropriate BFACS, radio, or MTS. g. Maintains situational awareness at all times, using appropriate BFACS, radio, or MTS. <p>4. Advance/quartering party secures the new area.</p> <ul style="list-style-type: none"> a. Dons protective mask before entering new area. b. Sweeps the area to locate mines, booby traps, or other signs of threat presence (Security elements). c. Surveys assigned areas for NBC contamination (Survey and Monitor Teams). d. Occupies OPs on probable avenues of approach. e. Moves into new area as directed by the party leader. f. Maintains situational awareness at all times, using appropriate BFACS, radio, or MTS. <p>5. Advance/quartering party leader supervises area preparation.</p> <ul style="list-style-type: none"> a. Maintains situational awareness at all times, using appropriate BFACS, radio, or MTS. b. Monitors movement of each subordinate element's advance/quartering party into their respective area to ensure compliance with layout plan and traffic circulation plans. c. Supervises implementation of hasty security plan to ensure that each element secures its individual area. d. Supervises implementation of communications plan in coordination with the staff HQ communications representative(s) to ensure radio communications exists between the CP and all subordinate elements. e. Enforces OPSEC measures during preparation of subordinate elements' areas. f. Tasks unit representatives to block all other possible entrance/exit points with available materials. <p>6. Advance/quartering party implements tentative layout plan.</p> <ul style="list-style-type: none"> a. Marks traffic circulation pattern IAW layout plan. b. Establishes entrance/exit points to all subordinate units' locations. c. Constructs obstructions to block all other possible entrance and exit points. <p>7. Advance/quartering party implements hasty security plan.</p> <ul style="list-style-type: none"> a. Prepares hasty defensive sketch, using a map overlay or appropriate BFACS. b. Enforces camouflage and concealment measures. c. Identifies location for emplacement of emergency alarm devices. <p>8. Advance/quartering party implements communications plan IAW staff HQ communications representative's directions.</p> <ul style="list-style-type: none"> a. Establishes wire/digital communications between CP and subordinate elements. b. Establishes wire/digital communications with higher headquarters. c. Employs signal security measures. d. Issues passwords as prescribed in the TSOP. e. Installs antivirus software as prescribed in the TSOP. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
9. Advance/quartering party leader supervises reception of main body. <ul style="list-style-type: none"> a. Identifies guide pickup points. b. Briefs ground guides on moving main body into their respective areas with emphasis on OPSEC measures. c. Directs dispatching of element guides to the RP. d. Monitors subordinate elements' guide activities to ensure compliance with party leader's guidance and TSOP. e. Enforces surveillance measures. f. Provides progress reports to the S2/3 and commander upon arrival of the main body, using appropriate BFACS, radio, wire, or personal contact. g. Maintains situational awareness at all times, using status boards, appropriate BFACS, radio, or wire. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S2/3 Office
Support Operations Office

TASK: Establish Command Post (Forward) (63-6-4015)
(FM 101-5) (FM 3-19.30) (FM 63-3)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command's advance/ quartering party has secured the new area. The staff sections have assigned personnel to establish the CP (Forward) as part of the advance/quartering party. The unit's TSOP is available and it lists critical tasks to be accomplished by the advance element relating to CP site preparation. The S2/3 Section may provide additional instructions on CP setup, based on METT-TC or commander's guidance. Communications requirements have been determined and requested from the supporting signal element. The headquarters is maintaining communication with higher and lower headquarters during the movement and setup of the new area of operations. Status reports, maps, overlays and other required documents continue to be available to the responsible staff and operations elements. LPT is available for review. Higher and lower TSOPs are available to the advance element. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Command and control of operations continues during HQ "jump" to a new location. Setup of the CP (Forward) is IAW OPLAN/OPORD, movement order, command guidance, and/or TSOP. At MOPP4 performance degradation factors increases time required to establish the CP (Forward).

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Staff Advance Element establishes CP (Forward). <ol style="list-style-type: none"> a. Positions vehicles, tentage, or equipment to be used IAW layout plan. b. Sets up internal arrangement to permit immediate access to all required information. c. Sets up analog/digital maps and overlays, which display locations of logistic support facilities. d. Constructs barriers around CP (Forward) as prescribed by the TSOP. e. Maintains situational awareness at all times using appropriate BFACS, radio, or wire. 2. Staff Advance Element provides staff supervision over forward tactical operations. <ol style="list-style-type: none"> a. Provides staff supervision over establishment of the CP area to ensure compliance with layout plan and TSOP. b. Supervises the establishment of communications with higher HQ, adjacent, and subordinate units as prescribed by the movement order, TSOP, and SOI/SSI, using appropriate BFACS or other available communications means. c. Provides movement assistance to subordinate elements out of the range of main CP's communications. d. Maintains "hard copy" overlay or analog/digital situation map(s) with current disposition of friendly and enemy units. 3. Staff Advance Element provides staff supervision over forward CSS assets/commodities (MMC or Support Operations representatives, as designated by Table of Organization and Equipment and TSOP). <ol style="list-style-type: none"> a. Maintains asset visibility of all CSS assets. b. Maintains intransit visibility of forward CSS assets. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Maintains "hard copy" or analog/digital situation maps depicting friendly facilities and sustainment resources in the area of responsibility. d. Maintains current customer listing. e. Maintains current staff files and journals. f. Relays operational information from customer units to rear HQ that affects CSS support operations. g. Provides current operational briefing to S2/3 and respective staff sections upon arrival of main body. h. Maintains situational awareness at all times using situation boards and/or appropriate/available digitized devices.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Support Operations Office
 S1 Section
 S2/3 Office
 S6 Section
 S4 Section
 Distribution Management Section

TASK: Coordinate Movement of Subordinate Elements (63-6-4017)
 (FM 55-10) (FM 3-4) (FM 55-1)
 (FM 63-3)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command's first movement element crosses its SP IAW the movement order. The S2/3 Section is required to monitor road marches until all closing reports are received. All subordinate elements' relocation plans are available to the S2/3 Section. LPT is available for review. Unit TSOPs, including higher and lower, are available. Deviations from movement order(s) may occur. Each subordinate element and HQ must make a closing report as prescribed in the TSOP(s). The threat is capable of launching air attacks, employing chemical agents, and engaging in EW. The rear party departs when the main body is established in the new area. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: All subordinate units are relocated to new areas as prescribed in movement order and occupation plan. At MOPP4, performance degradation factors increase staff reaction and coordination of movement deviations.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Staff Sections, using appropriate BFACS, radio, or wire, provide support for HQ company and other assigned or attached elements' move. <ol style="list-style-type: none"> a. Provide tactical situation information. b. Coordinate additional CHS requirements with supporting medical elements. c. Coordinate additional recovery requirements with the supporting element. d. Coordinate engineer and MP support requirements with RCPOC. e. Coordinate convoy clearance request with movement control element. f. Brief all element commanders on tactical situation, communications frequencies and procedures, and emergency action procedures. g. Maintains situational awareness at all times using appropriate BFACS, MTS, or radio. 2. S2/3 Section monitors movement of subordinate elements and HQ. <ol style="list-style-type: none"> a. Maintains communications with each subordinate and HQ elements IAW movement orders and TSOP, using appropriate BFACS, MTS, or radio. b. Enforces COMSEC measures IAW movement order and TSOP. c. Posts subordinate and HQ elements' movement progress on the analog/digital situation map, using appropriate BFACS, radio, or wire. d. Annotates subordinate and HQ elements' march progress on the road movement graphs, using appropriate BFACS, radio, or wire. e. Provides corrective actions to subordinate and HQ elements when deviations from movement order occur (speed, interval, route adjustments and increased MOPP levels), using appropriate BFACS, MTS, radio, or wire. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> f. Provides coordination for emergency support between subordinate elements and area support units, based on the type and level of emergency. g. Coordinates subordinate elements en route support requirements with area support units until all known requirements are fulfilled. h. Maintains situational awareness at all times using appropriate BFACS, MTS, or radio. i. Records closing reports from subordinate and HQ elements upon receipt. j. Provides final movement report upon receipt of all closing reports to commander and RCPOC, using appropriate BFACS, radio, or MTS. <p>3. Support Operations personnel direct logistics operations during move.</p> <ul style="list-style-type: none"> a. Coordinate requirements with the supported unit(s). b. Coordinate pickup or delivery of logistics support items between subordinate elements and requesting units, using appropriate BFACS, radio, or MTS. c. Maintain situational awareness at all times using appropriate BFACS, radio, or MTS. d. Communicate emergency requirements to staff currently on the move, using appropriate BFACS, radio, or MTS. e. Provide close down report to S2/3 Section (forward). 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S2/3 Section

TASK: Supervise Establishment of Subordinate Elements and Headquarters (63-6-4018)
 (FM 63-3) (FM 3-19.30) (FM 3-4)
 (FM 5-103)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Subordinate elements are moving along designated route(s) into the new area of operations. Convoy leaders are required to submit closing reports to the S2/3. The S2/3 has reviewed the occupation plan with both the advance and arriving elements. The command's advance/quartering party has established a tentative site for the CP (Forward). Tentative work areas have been established for the LOC by staff advance elements. LPT is available for review. Unit TSOPs, including higher and lower are available. The command's advance/quartering party leader has briefed the S2/3 and unit commander on the status of new area preparation. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Subordinate elements, logistics and CHS facilities, and the CP are established IAW layout plan, OPORD, and TSOP. All new CP preparation tasks are accomplished as directed by the S2/3 IAW TSOP and OPORD. At MOPP4 performance degradation factors increase time required to establish subordinate elements and HQ.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S2/3 Section monitors movement of advance/quartering parties. <ol style="list-style-type: none"> a. Maintains constant communications IAW movement order and TSOP, using appropriate communication and/or automation system(s). b. Coordinates support or emergency action requirements with appropriate element based on assistance required, using appropriate communication and/or automation system(s). 2. Headquarters Advance Staff Element performs CP functions. <ol style="list-style-type: none"> a. Supervises establishment of area IAW layout plan and TSOP. b. Establishes messenger runner system until wire communications have been established. c. Coordinates CSS operations from forward location (limited operations), using appropriate BFACS. d. Supervises the establishment of wire communications within the CP area. e. Sets up situation map(s). f. Maintains situational awareness at all times using appropriate communication and/or automation system(s) BFACS. 3. S2/3 Section monitors positioning of subordinate units and HQs. <ol style="list-style-type: none"> a. Supervises positioning of elements as prescribed by the layout plan. b. Coordinates impact of position changes with other staff sections. c. Approves position changes of subordinate elements that are caused by terrain and/or tactical considerations. d. Posts situation map(s) and overlay(s) to reflect new positions. e. Maintains situational awareness at all times using appropriate communication and/or automation system(s). f. Provides establishment update to the commander and XO, using appropriate communication and/or automation system(s). g. Employs safety measures IAW TSOP and publications. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S1 Section
 S2/3 Office
 S6 Section
 S4 Section
 Support Operations Office

TASK: Establish the Logistics Operations Center and Administrative Areas (63-6-4019)
 (FM 63-3) (FM 100-20) (FM 101-5)
 (FM 11-32)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The main body of the HQ has arrived at the new operational area and the S2/3 has directed the general setup and location of staff areas. Advance party personnel have set up tentative staff workstations using guidelines established by the occupation plan and TSOP. The headquarters has analog and/or digital communication with higher and lower HQ. Status reports, maps, overlays and other required documents have been forwarded to the commander's digital device. LPT is available for review. Unit TSOPs, including higher and lower, are available. The CP (Forward) maintains control of operations until the new LOC is fully functional. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The Logistics Operations Center is capable of communicating with and controlling CSS and survival assets within time specified in the TSOP. At MOPP4, performance degradation factors increases the time required to establish LOC and administrative areas.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Staff Sections establish LOC. <ol style="list-style-type: none"> a. Identify staff working area that facilitates immediate access of staff personnel to all required information. b. Set up internal arrangement IAW XO and Support Operations Officer, or S2/3 when support operations elements are included in the S2/3 section. c. Set up maps, map overlays, and informational displays, which show the current tactical situations of all friendly and threat forces affecting the mission. d. Set up status boards, which display locations of CSS facilities and their capabilities and status of personnel and equipment. e. Establish analog and digital communications nets in order of priority specified in the TSOP and OPORD. f. Establish area for processing incoming and outgoing messages. g. Establish commander's briefing area. h. Prepare sleep plan that is consistent with phases of supported units' operations. i. Establish policy file, records, staff journals, and branch workbooks. j. Set up area access and security IAW the TSOP. k. Maintains situational awareness at all times using appropriate BFACS, radio, wire or messenger. 2. S1 and S4 Sections establish administrative areas. <ol style="list-style-type: none"> a. Identify staff working areas that facilitate immediate staff access to all required information. b. Set up analog/digital maps and status boards displaying status of internal logistics, personnel, and equipment. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>c. Establish communications nets in the order of priority specified by the TSOP.</p> <p>d. Establish policy files, records, staff journals, and section workbooks.</p> <p>e. Coordinate generator electrical power with the S2/3 Section.</p> <p>3. S6 establishes analog and digital communications.</p> <p>NOTE: For staffs without a S6 Section, this task will be performed by the S2/3 Section, Communications Branch.</p> <p>a. Determines communications requirements.</p> <p>b. Establishes local area network.</p> <p>c. Issues passwords.</p> <p>d. Establishes wire communications.</p> <p>e. Operates the switchboard.</p> <p>f. Establishes analog and digital communications with higher, adjacent, and subordinate units.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Command Section
S2/3 Office

TASK: Direct Deployment Alert Activities (63-6-4850)
(FM 55-65) (FM 100-17) (FM 101-5)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command receives a WARNO to go to an increased deployability posture in preparation for overseas deployment. The movement plan/order, recall plan, security plan, and RSOP are available. The command's subordinate units are deploying as part of the command deployment. The command HQ communicates with subordinate units by radio, telephone, electronic means, and courier. This task should not be trained in MOPP4.

TASK STANDARDS: Alert notification activities are performed under all day or night environmental conditions IAW the Recall Plan and the EOC is staffed IAW RSOP.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S2/3 Section/Staff Duty Officer executes alert notification procedures. <ol style="list-style-type: none"> a. Authenticates deployment warning order IAW RSOP. b. Notifies commander and S2/3 that DISCOM has received a deployment warning order. c. Initiates recall procedures IAW commander's guidance and Recall Plan. * 2. Commander and S2/3 supervise alert and recall activities. <ol style="list-style-type: none"> a. Direct implementation of Recall Plan, as required. b. Direct establishment of the EOC. c. Task staff sections to provide personnel for the EOC IAW RSOP and commander's guidance. d. Monitor recall progress for compliance with RSOP. e. Identify present-for-duty status by reviewing recall status reports from subordinate units. f. Calculate recall percentages IAW recall plan. g. Brief commander and S2/3 on progress of recall. 3. S2/3 Section monitors progress of recall. <ol style="list-style-type: none"> a. Identifies time-phased present-for-duty requirements by reviewing recall plans. b. Identifies present-for-duty status by reviewing recall status reports from subordinate units. c. Calculates recall percentages IAW recall plan. d. Monitors establishment of physical security of the HQs and subordinate unit areas by inspection and/or review of recall status reports. e. Briefs commander and S2.S3 on progress of recall. 4. Staff sections perform alert functions. <ol style="list-style-type: none"> a. Designates personnel to staff EOC IAW RSOP. b. Briefs staff officer/section chiefs on status of recall, as required. 5. S2/3 Section performs deployment alert activities. <ol style="list-style-type: none"> a. Coordinates with higher HQ staff element for guidance concerning deployment requirements. b. Issues SOIs, authentication tables, operations codes, frequency and call signs to subordinate units. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Directs units to initiate OPSEC procedures. d. Activities guard mount to control access to restricted areas, as designated. e. Sends request to S4 Section for maps, if needed. f. Establishes secure communications with higher HQ staff elements and/or installation EOC. g. Identifies liaison to higher HQ, as required.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S2/3 Office
Command Section

TASK: Establish the Emergency Operations Center (EOC) (63-6-4851)
(FM 101-5) (AR 530-1) (FM 3-19.30)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The commander has directed that the EOC be established. The command's subordinate units have been notified. Personnel and equipment required to establish the EOC are available. The location of EOC has been designated. The RSOP, movement plan/order, and security plan are available. This task should not be trained in MOPP4.

TASK STANDARDS: The EOC is established under all day or night environmental conditions IAW the RSOP and commander's guidance and within the time specified by the XO or S2/3.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. Executive Officer or S2/3 supervises establishment of the EOC.</p> <ul style="list-style-type: none"> a. Identifies EOC requirements and layout by reviewing the RSOP and commander's guidance. b. Directs S2/3 Section to set up EOC IAW RSOP and commander's guidance. c. Assigns EOC work areas to staff elements as prescribed by RSOP and XO or S2/S23 guidance. d. Directs staff sections to set up EOC work areas IAW RSOP and commander's guidance. <p>2. S2/3 Section sets up EOC.</p> <ul style="list-style-type: none"> a. Identifies work areas that facilitate immediate access of personnel to all required information. b. Sets up internal arrangement of EOC IAW XO or S2/3 guidance. c. Establishes communications and/or data processing in order of the priority specified in the movement plan/order and/or RSOP. d. Sets up maps, map overlays, informational displays, and status boards. e. Establishes areas for processing incoming and outgoing messages. f. Establishes commander's work area. g. Establishes commander's briefing area. h. Prepares EOC manning schedule. i. Establishes policy files, records, staff journals, and section workbooks. j. Sets up area access and security IAW the RSOP and security plan. k. Prepares EOC access roster. l. Distributes EOC access roster IAW RSOP and security plan. m. Briefs XO or S2/3 upon completion of the EOC setup. <p>3. Staff sections set up EOC work areas.</p> <ul style="list-style-type: none"> a. Positions equipment IAW RSOP. b. Establishes policy files, records, staff journals, and section workbooks. c. Sets up maps and status boards displaying status of deployment operations. d. Sets up briefing area for daily situation briefings. e. Briefs XO or S2/3 when EOC is operational. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Command Section
 S1 Section
 S2/3 Office
 S6 Section
 S4 Section
 Support Operations Office

TASK: Operate the Emergency Operations Center (EOC) (63-6-4852)
 (FM 101-5) (AR 530-1) (FM 100-10)
 (FM 3-0)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command deployment activities have commenced. Staff journals, workbooks, current maps, overlays, the RSOP, movement plan/order, movement directive, and physical security plan are available. The operation of the EOC is required to coordinate the command's deployment activities. Subordinate units' wheeled vehicles and equipment move to the A/SPOE by convoy or rail. The EOC communicates with the installation EOC, ITO, the appropriate HQ, and subordinate units by radio, telephone, electronic means, and courier. This task should not be trained in MOPP4.

TASK STANDARDS: Command deployment activities and information dissemination are performed IAW the RSOP and commander's guidance.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. Executive Officer or S2/3 supervises EOC operations.</p> <ul style="list-style-type: none"> a. Inspects entry and exit procedures for compliance with the physical security plan. b. Assigns specific areas of responsibility and work shifts to all assigned members. c. Monitors the performance of personnel in their functional areas to ensure compliance with established guidance and the RSOP. d. Provides briefings on current situation to the commander, as required. <p>2. EOC performs EOC deployment support duties.</p> <ul style="list-style-type: none"> a. Maintains staff journal(s) and entries IAW current command policy and RSOP. b. Maintains section workbook(s) that contain incoming messages and reports under the appropriate heading and cross-references. c. Maintains current maps and overlays depicting all routes and locations that affect the EOC's operation. d. Maintains current journal files that contain material necessary to support all daily EOC and section journal entries. e. Submits deployment readiness reports to appropriate HQ and installation EOC IAW RSOP and commander's guidance, as required. <p>3. EOC monitors movement of subordinate units' equipment to A/SPOE.</p> <ul style="list-style-type: none"> a. Monitors rail loading and convoy staging activities for compliance with the movement order. b. Maintains communications with each subordinate unit IAW movement order and RSOP. c. Monitor SP, check point, RP, and closing reports from convoy commanders for compliance with movement order. d. Posts subordinate units' movement progress on the situation map. e. Annotates subordinate units' march progress on road movement graphs. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
f. Provides corrective actions to subordinate units when deviations from movement order occur (speed, interval, route adjustments). g. Provides coordination for emergency support between subordinate units and area support units, based on the type and level of emergency. h. Provides current movement status of subordinate units to the S2/3 and commander. i. Records closing reports from subordinate units upon receipt. j. Provides final movement report upon receipt of all closing reports to commander and appropriate HQ.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Command Section
 S1 Section
 S2/3 Office
 S6 Section
 S4 Section
 Support Operations Office

TASK: Supervise Deployment/Redeployment Activities (63-6-4853)
 (FM 100-17) (DOD 4500.32-R VOL 1) (DOD 4500.32-R, VOL 2)
 (FM 100-17-3) (FM 101-5)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Command deployment/redeployment activities have commenced. The command is located in the home station UAA or RAA and the EOC/CP is established. The gaining overseas command has provided a deployment on message indicating ultimate destination and deployability criteria. The RSOP, movement plan/order, and TSOP are available. The command HQ communicates with the installation EOC, ITO, the appropriate HQ, supporting organizations, subordinate units, and rear detachment by radio, telephone, electronic means, and courier. This task should not be trained in MOPP4.

TASK STANDARDS: Deployment/redeployment activities are planned and implemented IAW RSOP, movement plan/order, and commander's guidance.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. Commander directs deployment/redeployment activities.</p> <ul style="list-style-type: none"> a. Identifies deployment/redeployment mission requirements by reviewing warning order and appropriate CONPLANS. b. Provides initial planning guidance to staff and subordinate units. c. Directs S1 to coordinate SRP processing. d. Directs personnel and equipment cross-leveling actions. e. Submits recommendations to appropriate HQ commander that selected personnel attending formal school be allowed to complete course work, if appropriate (deployment only). f. Directs recall of personnel on TDY, attending school, or in authorized leave status, if appropriate (deployment only). g. Directs S2/3 to issue deployment/redeployment WARNO and movement plan/order. h. Directs implementation of physical security and OPSEC plans. i. Briefs staff and subordinate units on deployment/redeployment mission IAW AR 220-10. j. Conducts overseas orientation. k. Verifies subordinate commanders clear installation prior to deployment. l. Conducts periodic in-process reviews to monitor preparations for deployment, issue and exchange detailed guidance, refine movement plans, resolve issues, and coordinate support for the deployment. m. Identifies liaison to higher HQ, as required. <p>* 2. Executive Officer supervises staff activities.</p> <ul style="list-style-type: none"> a. Implements commander's directives in staff planning and policy making. b. Assigns staff responsibilities for updating movement plan/order. c. Directs staff sections to provide personnel for deployment/redeployment teams (for example advance party, MSTs, and rear detachment). 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> d. Directs staff sections to provide input for movement plan/order update. e. Formulates staff operating policies. f. Monitors all staff actions for conformity to commander's guidance. g. Coordinates deployment/redeployment mission with subordinate unit commanders. h. Supervises the operations of the EOC/CP. <p>* 3. Staff officers supervise staff sections.</p> <ul style="list-style-type: none"> a. Identify all specified and implied tasks that must be accomplished in order to deploy/redeploy by reviewing the movement directive, RSOP, movement plan/order, OPLAN/CONPLANS, and commander's guidance. b. Exchange pertinent information that is relevant to the deployment/redeployment with other staff sections. c. Provide information update(s) to commander and EOC/CP on areas that are critical to the deployment/redeployment mission. d. Direct preparation of input to the S2/3 Section for the update of plans, orders, and commander's overseas orientation, as required. e. Provide personnel for deployment/redeployment teams, as required. f. Forward deployment/redeployment status reports to appropriate HQ and addressees, as required. g. Forward personnel and logistics reports IAW higher HQ guidance. <p>4. Command Section supervises activities of subordinate units.</p> <ul style="list-style-type: none"> a. Monitors performance of subordinate elements to ensure required level of proficiency as prescribed in RSOP, plans, policies, directives, and the TSOP. b. Monitors external support to determine overall effectiveness, IAW RSOP. c. Assigns specific tasks to subordinate units, as required. d. Monitors implementation of decisions, directives, and instructions to determine subordinate units' compliance. e. Issues FRAGOs to implement changes to the movement plan/order and annexes, as required. <p>* 5. Commander and/or XO supervise rear detachment activities.</p> <ul style="list-style-type: none"> a. Appoint rear detachment commander. b. Approve rear detachment staffing. c. Approve rear detachment plan. d. Monitor rear detachment activities for compliance with rear detachment plan. <p>6. S1 Section performs deployment activities.</p> <ul style="list-style-type: none"> a. Coordinates PAO briefings for deploying units. b. Verifies appropriate SIDPERS transactions are input for all deploying soldiers once soldiers have completed SRP processing. c. Coordinates with legal representatives on pending legal actions for deploying soldiers. d. Completes legal actions, as directed by commander. <p>7. Staff sections perform readiness activities.</p> <ul style="list-style-type: none"> a. Identify readiness shortfalls of subordinate units based on current USRs. b. Evaluate subordinate unit's ability to perform mission requirements based on USRs and other status reports required by higher HQ, such as the PERSTAT and LOGSTAT reports. c. Develop plan to correct deficiencies to bring subordinate units to deployment standards. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Back up all automated systems prior to systems being prepared for movement.		
e. Brief commander on readiness activities and status of subordinate units.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Command Section
 S1 Section
 S2/3 Office
 S6 Section
 S4 Section
 Support Operations Office
 Distribution Management Section

TASK: Update Movement Plan/Order (63-6-4854)
 (FM 55-65) (FM 100-17) (FM 101-5)
 (FM 55-1)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The commander has directed that the movement plan/order be updated; and the XO has assigned staff responsibilities. The commander has provided his deployment guidance and concept of operations. The S2/3 has staff responsibility for consolidation, publication, and distribution of the movement plan/order. Movement plan becomes movement order upon implementation. The movement directive, deployment information message, RSOP, movement plan/order, and CONPLAN/OPLAN are available. The staff continuously receives messages from the installation EOC, ITO, the appropriate HQ, and subordinate units by radio, telephone, electronic means, and courier. This task should not be trained in MOPP4.

TASK STANDARDS: The movement plan/order is updated IAW FM 55-65, FM 101-5, the RSOP, movement directive, and commander's guidance and within the time prescribed by the commander or XO.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. Executive Officer and S2/3 perform a time analysis. <ul style="list-style-type: none"> a. Calculate total time remaining before deployment/redeployment commences (C-Day). b. Identify all steps in the deployment/redeployment process. c. Assign time limitation for each step in the deployment/redeployment process. d. Disseminate time limitations to all staff sections. 2. S2/3 Section coordinates staffing for deployment teams. <ul style="list-style-type: none"> a. Identifies personnel, equipment, and accompanying supplies for deployment, to include configuration of equipment as offered for shipment. b. Coordinates deployment team requirements with staff sections. c. Forwards personnel and equipment requirements for deployment teams to commander and/or XO for approval or modification. d. Incorporates personnel and equipment requirements for deployment teams into updated movement plan/order. 3. Staff sections provide input to movement plan/order update. <ul style="list-style-type: none"> a. Identify internal mission support requirements by reviewing movement directive, deployment information message, commander's guidance, and appropriate CONPLAN/OPLANS. b. Identify external support requirements by reviewing RSOP and status reports from subordinate units. c. Adjust preplanned requirements, as required. d. Verify availability of required support by coordinating with appropriate subordinate elements and installation deployment support organizations. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
e. Update appropriate staff portions of the movement plan/order, as required. f. Provide updated movement plan/order input to S2/3 Section. 4. S2/3 Section updates movement plan/order. a. Verifies staff input for completeness and compliance with commander's guidance. b. Prepares updated copy of movement plan/order with annexes. c. Forwards draft copy to commander or XO for approval or modification. d. Distributes movement plan/order update IAW movement plan/order distribution list.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S1 Section

TASK: Coordinate Soldier Readiness Program Processing Support (63-6-4855)
 (AR 220-10) (AR 27-10) (AR 600-8-104)
 (AR 614-185) (AR 614-200) (FM 100-17)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Commander has directed SRP processing to be conducted and the overseas orientation be prepared. All subordinate units are deploying as part of the command deployment. The movement directive, deployment message, RSOP, and movement plan/order are available. The staff continuously receives messages from the installation EOC, ITO, installation deployment support organizations, the appropriate HQ, and subordinate units by radio, telephone, electronic means, and courier. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: SRP processing support is coordinated IAW RSOP, commander's guidance, AR 220-10 and a SRP processing schedule is distributed.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. S1 supervises SRP processing.</p> <ul style="list-style-type: none"> a. Identifies deployability criteria by reviewing the deployment message. b. Approves SRP processing schedule. c. Monitors SRP processing for compliance with RSOP and SRP processing schedule. d. Coordinates adjustments to the processing schedule with the PROC CS and appropriate subordinate unit. e. Briefs commander, staff, and subordinate unit commanders on status of SRP processing, as required. <p>2. S1 Section coordinates SRP processing support.</p> <ul style="list-style-type: none"> a. Identifies SRP processing requirements by reviewing RSOP, movement directive and commander's guidance. b. Requests command staff elements and subordinate units to provide SRP processing support, as appropriate. c. Coordinates SRP processing support with the appropriate HQ. d. Submits SRP processing requests and deploying personnel rosters to SRP processing support organizations IAW RSOP. <p>3. S1 Section publishes SRP processing schedule.</p> <ul style="list-style-type: none"> a. Verifies SRP processing date and time with installation EOC and appropriate supporting organizations. b. Prepares SRP processing schedule for subordinate units based on coordination with installation EOC and supporting organizations. c. Submits SRP processing schedule to S1 for approval or modification. d. Distributes SRP processing schedule to all appropriate staff sections and subordinate units. <p>4. Staff sections prepare input to commander's overseas orientation.</p> <ul style="list-style-type: none"> a. Identify mission support requirements by reviewing movement directive, deployment information message, commander's guidance, and appropriate CONPLAN/OPLANS. b. Identify characteristics of theater of operations that impact on unit's mission performance (for example topography, climate, demographics, political stability, medical threat, traditions, and customs). 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Provide commander's overseas orientation input to S2/3 Section. 5. S1 Section prepares the commander's overseas orientation. a. Verifies staff input for completeness. b. Prepares commander's overseas orientation briefing and supporting material. c. Forwards overseas orientation briefing material to commander or XO.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S1 Section

TASK: Provide Deployment Personnel and Administrative Services Support (63-6-4856)
 (FM 12-6) (AR 215-1) (AR 220-1)
 (AR 220-10) (AR 25-400-2) (AR 27-10)
 (AR 614-185) (AR 614-200)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Adjustments to unit strengths and coordination for administrative support are required prior to the command's deployment to an overseas site. All subordinate units are deploying as part of the command deployment. SRP processing has been completed. The movement directive, deployment information message, RSOP, and movement plan/order are available. The S1 Section continuously receives messages from the installation EOC, ITO, and deployment support organizations, the appropriate HQ, and subordinate units by radio, telephone, electronic means, and courier. This task should not be trained in MOPP4.

TASK STANDARDS: Personnel and administrative services support is provided IAW FM 12-6, AR 614-185, AR 614-200, RSOP, and commander's guidance.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. S1 supervises personnel readiness actions.</p> <ul style="list-style-type: none"> a. Directs personnel screening. b. Recommends to commander cross-leveling actions and disposition of personnel on TDY, attending school, in authorized leave status, and identified as nondeployable. c. Directs recall of personnel TDY, attending school, and in authorized leave status IAW commander's guidance. d. Directs cross-leveling of personnel IAW commander's guidance. e. Coordinates personnel replacement and disposition of excess and nondeployable personnel with higher echelon G1. f. Directs disposition of excess and nondeployable personnel IAW higher echelon G1 instructions. g. Briefs commander and XO on personnel readiness status, as required. <p>2. S1 Section performs personnel screening.</p> <ul style="list-style-type: none"> a. Identifies officer and enlisted personnel attending service schools, TDY, and in authorized leave status. b. Recalls personnel TDY, attending school, and in authorized leave status IAW S1's guidance. c. Reports all unfilled school quotas to higher echelon G1. d. Identifies individual deployability criteria by reviewing deployment message. e. Identifies nondeployable personnel by reviewing personnel records, SRP results, and commander's guidance. f. Prepares deployment personnel status report. g. Forwards list of personnel who have completed the SRP process to S1. h. Briefs S1 on deployment personnel status. <p>3. S1 Section performs cross-leveling of personnel.</p> <ul style="list-style-type: none"> a. Identifies personnel overages and shortages by grade, MOS, and MOS qualification by reviewing personnel status reports. b. Verifies personnel overages and shortages by reviewing subordinate units' personnel status reports. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> c. Redistributes personnel within the battalion based on S1 and commander's guidance. d. Transfers non-deployment personnel as directed by higher HQ. e. Recalculates personnel overages and shortages by grade, MOS, and MOS qualification. f. Updates SIDPERS records, as required. <p>4. S1 Section performs personnel disposition functions.</p> <ul style="list-style-type: none"> a. Forwards copies of movement directive to school commandant(s) for personnel who will join unit in theater upon completion of school. b. Requests disposition instructions for excess and nondeployable personnel from higher echelon G1 Section. c. Reassigns excess and nondeployable personnel IAW higher echelon G1 Section instructions. d. Clears unavailable, nondeployable personnel IAW higher echelon G1 Section instructions. <p>5. S1 Section performs personnel replacement functions.</p> <ul style="list-style-type: none"> a. Submits officer requisitions IAW AR 614-185. b. Submits enlisted requisitions IAW AR 614-200. c. Assigns filler personnel IAW AR 614-185, AR 614-200, and S1 guidance. <p>6. S1 Section provides personnel services support.</p> <ul style="list-style-type: none"> a. Identifies personnel service requirements by reviewing the movement directive, movement plan/order, deployment message, and RSOP. b. Submits requests for personnel services support from the higher echelon G1, as required. c. Coordinates postal support with supporting AG. d. Coordinates for recreational equipment and services with the installation Recreational Services Officer. e. Coordinates Red Cross support with the local ARC office. f. Coordinates religious support with installation chaplain. g. Coordinates press and home town news releases with the installation PAO. h. Coordinates disposition of POV and storage of personal property with PMO. i. Appoints subordinate unit Class A agents on the command's orders, as required. j. Closes out unit funds IAW AR 215-1 and the RSOP. k. Provides personnel services input for the movement plan/order to the S2/3 Section. <p>7. S1 Section provides records management support.</p> <ul style="list-style-type: none"> a. Identifies personnel records to accompany unit to theater of operations IAW AR 25-400-2. b. Identifies records to be transferred to records holding area. c. Directs units to prepare and maintain abbreviated records IAW AR 600-8-104. d. Provides records management input for the rear detachment plan to the S2/3 Section. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S1 Section
 Unit Ministry Team
 S2/3 Office

TASK: Coordinate Family Assistance Support (63-6-4857)
 (AR 608-18) (AR 608-1) (FM 100-17)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Requests for family assistance are being received from subordinate units and individual families. The S1, in coordination with the S2/3, is reviewing the command's family assistance plan and supervising plan implementation. All subordinate units are deploying as part of the command deployment. The RSOP and movement plan/order are available. The command staff continuously receives messages from the ITO and installation support organizations, the appropriate HQ, and subordinate units by radio, telephone, electronic means, and courier. This task should not be trained in MOPP4.

TASK STANDARDS: Family assistance support is coordinated and the updated family assistance plan is distributed IAW the RSOP and commander's guidance.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. S1, in coordination with the S2/3 and UMT, supervises family assistance support activities.</p> <ul style="list-style-type: none"> a. Appoints Family Assistance Officer(s), as required. b. Approves updated family assistance plan. c. Monitors family assistance briefings and activities for compliance with the family assistance plan and commander's guidance. d. Briefs commander, XO, subordinate unit commanders, and rear detachment commander on family assistance requirements and availability of support. <p>2. S1 Section coordinates family assistance support.</p> <ul style="list-style-type: none"> a. Identifies family assistance support requirements by reviewing RSOP, subordinate unit reports, and commander's guidance. b. Coordinates family assistance requirements with staff sections. c. Coordinates for input into the family assistance plan update with staff sections. d. Coordinates family assistance support (for example ACS, AER, SJA, and American Red Cross, with installation agencies). e. Coordinates with the Chief of ACS to conduct or participate in family support briefings IAW installation deployment plan. f. Briefs the S1 on family assistance requirements and available support. <p>3. S1 Section updates family assistance plan.</p> <ul style="list-style-type: none"> a. Verifies staff input for completeness and compliance with commander's guidance. b. Prepares updated copy of family assistance plan. c. Forwards draft copy to S1 for approval or modification. d. Distributes updated family assistance plan IAW RSOP. <p>4. S1 Section provides support to families.</p> <ul style="list-style-type: none"> a. Establishes family assistance briefing site and schedules. b. Prepares family assistance information packet detailing available support. c. Conducts family assistance briefings IAW briefing schedule. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Provides family assistance information packet to families. e. Refers personnel requiring assistance to appropriate agencies. 5. Unit Ministry Team representatives perform family assistance activities. a. Communicate with all unit level representatives at least once a week during deployment. b. Conduct FSG meetings with unit level representatives to address family member concerns. c. Disseminate information through FSG channels.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S2/3 Office

TASK: Coordinate Deployment Training Support (63-6-4858)

(FM 25-101)
(FM 100-17)

(AR 220-1)
(FM 25-100)

(AR 350-1)
(TC 25-20)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Training deficiencies exist within the command. Training is required before the command deploys to an overseas site. Training status reports are being received from subordinate units. The movement directive, RSOP, movement plan/order, deployment OPLAN/OPORD, and deployment information message are available. The command staff continuously receives messages from the installation EOC, ITO, the appropriate HQ, and subordinate units by radio, telephone, electronic means, and courier. This task should not be trained in MOPP4.

TASK STANDARDS: Coordination for deployment training support is accomplished IAW RSOP and commander's guidance.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. S2/3 supervises deployment training.</p> <ul style="list-style-type: none"> a. Identifies training requirements by reviewing RSOP, movement directive, deployment OPLAN/OPORD, deployment message, subordinate unit training reports, and commander's guidance. b. Provides guidance on training requirements and priorities. c. Approves training schedule. d. Monitors training for compliance with training schedule and commander's guidance. e. Coordinates adjustments to the training schedule with appropriate subordinate unit commanders and/or agencies providing training support, as required. f. Verifies personnel have completed training by reviewing subordinate units training reports. g. Briefs commander, staff, and subordinate unit commanders on status of training, as required. <p>2. S2/3 Section publishes deployment training schedule.</p> <ul style="list-style-type: none"> a. Coordinates for training support command staff and subordinate units, as required. b. Submits training support requests to appropriate installation support agencies IAW RSOP and S2/3 's guidance. c. Prepares training schedule for subordinate units based on coordination with supporting organizations. d. Submits training schedule to S2/3 for approval or modification. e. Distributes training schedule to appropriate staff sections and subordinate units. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S2/3 Office

TASK: Perform Deployment Intelligence Support Functions (63-6-4859)
 (FM 34-130) (AR 380-5) (FM 34-3)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command has received a deployment WARNO and the commander has issued his guidance. All subordinate units are deploying as part of the command deployment. The OPSEC Plan, Physical Security Plan, SOI/SSI, movement directive, RSOP, deployment OPLAN/OPORD, and deployment information message are available. The command staff continuously receives messages from the installation EOC, ITO, the appropriate HQ, and subordinate units by radio, telephone, electronic means, and courier. This task should not be trained in MOPP4.

TASK STANDARDS: Intelligence is disseminated to subordinate units and intelligence support functions are accomplished IAW higher echelon G2 instructions, RSOP, and commander's guidance.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S2/3 Section implements physical security procedures. <ol style="list-style-type: none"> a. Designates EOC as a restricted area. b. Provides access roster of personnel authorized access to restricted areas. c. Provides list of authorized classified document couriers, security managers, custodians, and alternates to appropriate HQ. d. Provides a list of area physical security actions taken to appropriate HQ. e. Monitors physical security activities for compliance with Physical Security Plan, RSOP, and commander's guidance. 2. S2/3 Section implements commander's OPSEC program. <ol style="list-style-type: none"> a. Conducts OPSEC analysis to identify OPSEC requirements. b. Updates OPSEC Plan based on analysis. c. Implements the OPSEC Plan. d. Provides feedback on status of OPSEC program to commander and subordinate units. e. Provides OPSEC input to appropriate orders and plans. f. Coordinates for an OPSEC sweep of command HQ and subordinate units with installation MI detachment. g. Conducts OPSEC briefings, as required. 3. S2/3 Section provides classified documents and map services. <ol style="list-style-type: none"> a. Identifies classified documents and map requirements by reviewing requests from subordinate units, RSOP, deployment OPLAN/OPORD, and commander's guidance. b. Submits requisitions for classified documents and maps through appropriate channels. c. Distributes classified documents and maps to staff and subordinate units, as appropriate. d. Requests disposition instructions for classified documents not required from higher echelon G2. e. Publishes policies and procedures for transfer of classified documents IAW higher echelon G2 instructions. f. Maintains accountability of classified documents IAW AR 380-5. 4. S2/3 Section performs personnel security functions. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> a. Identifies security clearance requirements by reviewing RSOP, deployment OPLAN/OPORD, deployment message, and commander's guidance. b. Verifies security clearance of deploying soldiers. c. Submits request for security clearances to higher echelon G2. d. Provides instructions to subordinate units on the removal of unit patches, badges, and unit insignia on clothing and equipment. <p>5. S2/3 Section implements SIGSEC procedures.</p> <ul style="list-style-type: none"> a. Provides SIGSEC guidance to staff and subordinate units. b. Monitors all methods of unit communications for compliance with SOI/SSI and RSOP. c. Briefs the S2/3 on SIGSEC activities. <p>6. S2/3 Section provides intelligence briefings on theater of operations.</p> <ul style="list-style-type: none"> a. Coordinates with commander to identify commander's information requirements. b. Requests current intelligence and background information on the theater of operations from higher echelon G2. c. Conducts analysis of theater of operations by reviewing deployment OPLAN/OPORD and appropriate publications. d. Develops intelligence briefing on theater of operations. e. Submits briefing to S2/3 for approval or modification. f. Briefs commander, staff, and subordinate units on characteristics of the theater of operations and potential impact on support operations. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S4 Section

TASK: Provide Deployment Logistics Support (63-6-4860)

(FM 100-17)
(FM 100-10)

(AR 220-1)
(FM 4-30.3)

(AR 710-2)
(FM 55-65)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command has received a deployment warning order and the commander has issued his guidance. All subordinate units are deploying as part of the command deployment. Equipment status reports are being received from subordinate units. The movement directive, movement plan/order, deployment message, RSOP, port call messages, subordinate unit AUELs, and OPLAN/CONPLAN are available. The command staff continuously receives messages from the installation EOC, ITO, the appropriate HQ, and subordinate units by radio, telephone, electronic means, and courier. This task should not be trained in MOPP4.

TASK STANDARDS: Deployment logistics support is provided to subordinate units and coordination for cross-leveling of vehicles and equipment is accomplished IAW RSOP and commander's guidance.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. S4 Section supervises deployment logistics support activities.</p> <ul style="list-style-type: none"> a. Identifies logistics requirements by reviewing movement directive, deployment message, OPLAN/CONPLAN, and subordinate unit supply, maintenance, and movement status reports. b. Recommends to commander cross-leveling actions. c. Directs cross-leveling of supplies and equipment IAW commander's guidance. d. Directs disposition of excess supplies and equipment IAW higher echelon S4 instructions. e. Prioritizes equipment, requiring support maintenance IAW commander's guidance. f. Submits request to higher staff element for activation of additional UICs for deploying elements, as needed. g. Monitors supply and maintenance activities for compliance with movement SOP, appropriate publications, and commander's guidance. h. Monitors movement preparation activities for compliance with RSOP, appropriate publications, and commander's guidance. i. Directs units to turn in keys to unit buildings and areas to rear detachment commander prior to main body departing. j. Briefs commander and XO on logistics readiness status, as required. <p>2. S4 Section provides supply and services support.</p> <ul style="list-style-type: none"> a. Identifies special equipment and/or clothing requirements by reviewing movement directive, deployment message, and OPLAN/ CONPLAN. b. Coordinates issue of special equipment and/or clothing with higher echelon G4, installation DOL, and appropriate supporting agencies. c. Coordinates emergency calibration of deploying equipment. d. Updates supply requisitions with correct FAD, deployment UICs, and deployment ship to address, as needed. e. Verifies requisitions have been either canceled or updated with a deployment address ten days prior unit deployment. f. Coordinates disposition of excess equipment and clothing with higher echelon G4 and/or installation DOL. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> g. Submits requisitions for containers, MHE, blocking, bracing, and packing materials to appropriate supporting agencies IAW RSOP. h. Provides disposition instructions for excess equipment and clothing to subordinate units. <ul style="list-style-type: none"> i. Coordinates pick-up of basic and prescribed loads with higher echelon S4 Section or installation DOL. j. Provides instruction for pick-up of basic and prescribed loads to subordinate units. k. Coordinates POL support for movement to A/SPOE with higher echelon G4 or installation DOL. l. Monitors the preparation of basic and prescribed loads for compliance with RSOP, movement plan/order, and commander's guidance. m. Briefs S4, as required. <p>3. S4 Section coordinates cross-leveling of vehicles, equipment, and supplies.</p> <ul style="list-style-type: none"> a. Identifies shortages and overages by reviewing subordinate unit's vehicle, equipment, and supply status reports. b. Reallocates vehicles, equipment and supplies within the command IAW commander's guidance. c. Submits requisitions for vehicles, equipment, and supplies to higher echelon G4 Section. d. Requests disposition instructions for excess vehicles, equipment, and supplies from higher echelon G4 Section. e. Verifies equipment transactions have been completed and equipment is properly signed for by reviewing property book and unit hand receipts. f. Updates property book, as required. g. Briefs S4, as required. <p>4. S4 Section provides maintenance support.</p> <ul style="list-style-type: none"> a. Identifies maintenance requirements by reviewing RSOP, status reports from subordinate units, and commander's guidance. b. Provides MST support to subordinate units, as required. c. Coordinates for MST, status of vehicles and equipment in support maintenance, disposition of nondeployable vehicles and equipment, and float equipment support with supporting maintenance activity. d. Provides instructions on the disposition of nondeployable vehicles and equipment, and float equipment support to subordinate units. e. Coordinates maintenance support at the A/SPOE MA with supporting installation. f. Submits vehicles and equipment to support maintenance IAW S4 instructions. g. Coordinates maintenance support for movement to A/SPOE with higher echelon G4 or installation DOL h. Briefs S4, as required. <p>5. S4 Section provides movement support.</p> <ul style="list-style-type: none"> a. Identifies transportation requirements by reviewing RSOP, movement plan/order, and subordinate unit AUELs. b. Verifies that subordinate unit personnel and equipment transportation requirements have been submitted and are accurate by coordinating with UMC and reviewing DEL. c. Provides movement and documentation assistance to subordinate unit UMOs, as required. d. Requests scales and MHE support from DOL, as required. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> e. Verifies rail and/or commercial transportation availability and movement schedules for containers and outsize, oversize, or overweight pieces of equipment by coordinating with the UMC. f. Coordinates convoy clearances and special hauling permits with the ICUMC, as required. g. Submits request(s) for required road march items to supporting supply activity. h. Coordinates subordinate units en route support requirements with UMC until all known requirements are fulfilled. i. Coordinates for return transportation support for command personnel from the SPOE to command area with UMC. j. Coordinates advance party and main body personnel transportation requirements to the APOE with appropriate HQ. k. Conducts movement status briefing(s) for the commander, staff, and subordinate commanders, as necessary. l. Briefs S4, as required. <p>* 6. S4 Section, in coordination with the IC-UMO coordinates SPOE MA activities.</p> <ul style="list-style-type: none"> a. Monitors staging and processing of vehicles and equipment for compliance with movement order, call forward instructions, and supporting installation officials' instructions. b. Resolves vehicle and equipment processing deficiencies by coordinating with supporting installation officials. c. Coordinates disposition of frustrated vehicles and cargo with supporting installation personnel. d. Verifies arrangement for supercargoes by coordinating with port commander's representatives. e. Briefs commander as required. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Command Section
 S1 Section
 S2/3 Office
 Support Operations Office
 S4 Section

TASK: Perform Deployment Advance Party Activities (63-6-4861)
 (FM 100-17) (FM 100-17-3)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command has received a movement warning order for deployment. Subordinate units provide personnel and equipment for the advance party. The movement plan/order, RSOP, advance party plan, and TSOP are available. The command staff continuously receives messages from the appropriate HQ and subordinate units by radio, telephone, electronic means, and courier. CONUS logistics and movement support is provided to the advance party by the supporting installation and MTMC, respectively. Theater logistics support is provided to the advance party by the combatant commander's designated support organization. This task should not be trained in MOPP4.

TASK STANDARDS: Advance party operations are planned and implemented IAW RSOP, movement plan/order, TSOP, and commander's guidance.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S2/3 Section plans advance party operations. <ol style="list-style-type: none"> a. Identifies advance party requirements by reviewing movement order, RSOP, TSOP, and commander's guidance. b. Updates advance party plan IAW commander's guidance. c. Coordinates personnel and equipment for the advance party with staff sections and subordinate units IAW advance party plan. d. Briefs advance party OIC on advance party requirements and operations. * 2. Advance party OIC supervises advance party predeployment activities. <ol style="list-style-type: none"> a. Identifies advance party support requirements by reviewing advance party plan, movement plan/order, RSOP, and S2/3 and commander's guidance. b. Coordinates advance party logistics and transportation support with S4 Section. c. Coordinates for movement instructions and documentation support with HHC UMO. d. Identifies DISCOM organization, movement configuration, movement schedule, and ultimate destination by reviewing movement plan/order, subordinate unit DELs, and CONPLAN/OPLANs. e. Identifies planned operational locations and mission support requirements by reviewing CONPLAN/OPLANs. f. Revises advance party plan, as required, in coordination with S2/3. g. Briefs commander, staff, subordinate unit commanders, and advance party personnel on advance party plan, as required. 3. Advance party deploys through APOE to APOD. <ol style="list-style-type: none"> a. Prepares vehicles for air movement. b. Deploys IAW movement order. c. Performs APOD activities for deployment. 4. Advance party coordinates reception of main body. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> a. Coordinates for arrival schedule and reception of the main body with AACG. b. Coordinates for movement of personnel to the MA with PMCT. c. Coordinate for ship arrival schedule and movement of equipment to TSB with PSA. d. Provides personnel to port commander for movement of equipment from PSA to MA, as required. e. Provides command organization, movement configuration, movement schedule, and ultimate destination to TMCA/MCT. f. Coordinates main body logistics and maintenance support requirements with designated supporting organization. g. Briefs commander, staff, and subordinate unit commanders on reception and onward movement plans, as required. <p>5. Advance party coordinates mission operations.</p> <ul style="list-style-type: none"> a. Provides command organization, movement configuration, movement schedule, and ultimate destination to appropriate HQ. b. Coordinates for current operational and tactical situation with higher echelon Support Operations Section and GS2/3. c. Identifies preliminary liaison requirements with supporting and supported activities. d. Briefs commander, staff, and subordinate unit commanders on operational and tactical situation, as required. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Command Section
 S1 Section
 S2/3 Office
 S6 Section
 S4 Section
 Support Operations Office
 Distribution Management Section
 Movement Control Office

TASK: Coordinate Onward Movement (63-6-4862)
 (FM 100-17) (FM 100-17-3)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command and subordinate unit main bodies have arrived at the A/SPOD. The Advance Party OIC has briefed the commander and staff on the support available in the MA. The PSA moves unit vehicles and equipment from the SPOD to the MA. Administrative and logistics support is provided by an organization designated by the combatant commander. TMCA or MCT provides movement instructions from the TSB to the TAA. The RSOP and TSOP are available. TMCA/MCT monitors unit's movement to the TAA. The staff continuously receives messages from the appropriate HQ and subordinate units by radio, telephone, electronic means, and courier. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The main body arrives in the TAA IAW TMCA/MCT instructions and commander's guidance.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Command Section and staff section leadership supervise intransit activities. <ol style="list-style-type: none"> a. Coordinate for tactical situation and future support operation information with higher echelon staff. b. Provide staff sections guidance on intransit support requirements and onward movement priorities. c. Establish liaison with supporting organizations that are providing intransit support and movement instructions. d. Brief commander, staff, and subordinate commanders, as required. 2. S2/3 Section supervises preparation and movement to TAA. <ol style="list-style-type: none"> a. Consolidates staff input for intransit support and movement instructions. b. Issues movement order/FRAGO, maps, and SOI/SSI IAW commander's guidance. c. Monitors subordinate unit preparation for convoy operations for compliance with movement order/FRAGO. d. Monitors movement of unit. e. Forwards SP crossing reports, check point times, and closing reports to TMCA/MCT. f. Reports arrival in TAA to higher echelon S2/3 Section. 3. S1 Section coordinates intransit support. <ol style="list-style-type: none"> a. Coordinates administrative and personnel services support with designated support unit, as required. b. Coordinates medical support with designated medical support unit, as required. c. Briefs commander, staff, and subordinate unit commanders on intransit support. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>4. S4 Section coordinates MA logistics support.</p> <ul style="list-style-type: none"> a. Coordinates field feeding and logistics support with designated support unit, as required. b. Provides instructions to subordinate units on inventory, inspection, and property transfer and accountability procedures. c. Identifies maintenance and repair parts requirements by monitoring subordinate unit maintenance status reports. d. Coordinates maintenance and repair parts support with designated support unit, as required. e. Provides instructions to subordinate units on drawing weapons, fuel, ammunition, and supplies required for movement to TAA. f. Briefs commander, staff, and subordinate unit commanders on intransit support. <p>* 5. S4 Section coordinates movement to TAA.</p> <ul style="list-style-type: none"> a. Coordinates for detailed movement instructions with TMCA/MCT. b. Provides movement instructions to S2/3 Section. c. Monitors supporting units AUJEL updates for compliance with movement order and RSOP. d. Monitors vehicle preparation and rail loading operations for compliance with movement instructions, appropriate publications, and commander's guidance. e. Monitors preparation of movement documentation for compliance with appropriate publications and TMCA/MCT instructions. f. Briefs commander, staff, and subordinate unit commanders/UMOs on movement, as required. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S1 Section
S2/3 Section
S4 Section

TASK: Coordinate Rear Detachment Support (63-6-4863)
(FM 100-17) (FM 100-17-5) (FM 55-65) (FM 71-100)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Rear detachment support is required. All subordinate units are deploying/redeploying as part of the command deployment/redeployment. The rear detachment plan, RSOP, and deployment/redeployment movement plan/order are available. The command staff continuously receives messages from the installation or theater support organizations, the appropriate HQ, and subordinate units by radio, telephone, electronic means, and courier. This task should not be trained in MOPP4.

TASK STANDARDS: Rear detachment support is coordinated and the updated rear detachment plan is distributed IAW the RSOP and commander's guidance.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S1 Section coordinates rear detachment personnel and administrative services support. <ol style="list-style-type: none"> a. Identifies personnel and administrative services support requirements by reviewing the deployment/redeployment movement plan/order, RSOP, and commander's guidance. b. Coordinates rear detachment staffing requirements with staff sections and subordinate unit commanders. c. Forwards recommendations for rear detachment staffing to commander for approval. d. Coordinates personnel and administrative services support with higher echelon G1 Section or installation/theater support organizations, as required. e. Provides personnel and administrative services support input for the rear detachment plan update to the S2/3 Section. f. Coordinates family support group assistance with higher echelon S1. g. Briefs the commander, XO, and rear detachment commander on personnel and administrative services support, as required. 2. S4 Section coordinates for rear detachment logistics support. <ol style="list-style-type: none"> a. Identifies logistics support requirements by reviewing the deployment/redeployment movement plan/order, RSOP, rear detachment plan, and commander's guidance. b. Coordinates logistics support with higher echelon G4 Section or installation/theater support organizations. c. Provides copies of property book, document register, and related documentation to the rear detachment commander, as required. d. Provides logistics support input for the rear detachment plan update to the S2/3 Section. e. Briefs the commander, XO, and rear detachment commander on rear detachment logistics support, as required. 3. S2/3 Section updates rear detachment plan. <ol style="list-style-type: none"> a. Verifies staff input for completeness and compliance with commander's guidance. b. Prepares updated copy of rear detachment plan. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Forwards draft copy to commander or XO for approval or modification. d. Distributes rear detachment plan update IAW RSOP. 4. S2/3 Section provides rear detachment support. a. Requests new classified document access roster and safe access listing for the rear detachment from higher staff elements. b. Coordinates changing of combinations for safes and arms room for the rear detachment with higher staff element. c. Assists rear detachment to ensure all classified material not deployed with unit is properly stored, transferred or destroyed.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Command Section
 S1 Section
 S2/3 Office

TASK: Perform Home Station Rear Detachment Activities (63-6-4864)
 (FM 100-17) (AR 220-10) (AR 710-2)
 (FM 12-6) (FM 55-65)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command and subordinate units' main bodies are preparing to depart home station. The staff has completed initial coordination for personnel and administrative services and logistics support. Subordinate units have delivered records and files designated by the S1 to the rear detachment. Dependents have been briefed on the availability of support from the installation and rear detachment. The RSOP, movement plan/order, family assistance plan, and rear detachment plan are available. The rear detachment receives home station reception requirements from S2/3 Section. The rear detachment continuously receives messages from the installation and higher echelon HQ by telephone and electronic means. This task should not be trained in MOPP4.

TASK STANDARDS: Rear detachment activities are performed IAW the rear detachment plan and commander's guidance.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. Rear detachment commander supervises rear detachment activities.</p> <ul style="list-style-type: none"> a. Identifies rear detachment requirements, policies, and procedures by reviewing the rear detachment plan, family assistance plan, and commander's guidance. b. Conducts inventory and signs for all installation property and equipment transferred into rear detachment from deploying units. c. Publishes a chain of command based on commander's guidance. d. Develops rear detachment program to provide service to soldiers and family remaining in rear. e. Briefs rear detachment personnel on rear detachment plan and command policies. f. Verifies availability of personnel and administrative services and logistics support by coordinating with the installation AG and DOL. g. Briefs rear detachment personnel on available personnel and administrative services and logistics support. h. Monitors family support group activities for compliance with family assistance plan. i. Monitors rear detachment activities for compliance with rear detachment plan. <p>2. Rear detachment provides administrative and logistics support.</p> <ul style="list-style-type: none"> a. Coordinates SRP processing of late arrivals and/or replacement personnel with DPCA. b. Provides administrative and logistics support to late arrivals and/or replacement personnel the installation AG. c. Redirects mail IAW rear detachment plan. d. Maintains records and files IAW rear detachment plan and appropriate publications. e. Provides assistance to families IAW the family assistance plan, as required. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> f. Publishes family support chain of command roster for family members. g. Coordinates reassignment of rear detachment personnel with the installation AG. h. Coordinates inspection and disposition of real property with supporting installation agency, as necessary. i. Conducts physical security inspections of facilities and storage areas. j. Reports damage to facilities and storage areas to PMO and installation engineers. <p>3. Rear detachment commander coordinates reception at home station.</p> <ul style="list-style-type: none"> a. Identifies reception requirements by reviewing the RSOP and S2/3 Section instructions. b. Verifies availability of transportation and intransit support by coordinating with the ITO. c. Identifies planned welcoming ceremonies by coordinating with installation support activities and PAO. d. Coordinates for transportation of dependents to the APOD with ITO, as required. e. Notifies dependents of transportation and reception plans. f. Provides S2/3 Section information on transportation, intransit support, and welcoming ceremonies. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S1 Section
S4 Section

TASK: Coordinate Reconstitution for Redeployment (63-6-4865)
(FM 100-17) (FM 55-65)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command has received a redeployment WARNO and the commander has issued redeployment guidance. The command and subordinate units are located in the designated AA. All personnel are present or accounted for, weapons and sensitive equipment have been secured, and inventories of vehicles, equipment, and supplies have been conducted. Personnel and equipment status reports are being received from subordinate units. The command staff continuously receives messages from the appropriate HQ and subordinate units by radio, telephone, electronic means, and courier. The RSOP and redeployment warning order are available. This task should not be trained in MOPP4.

TASK STANDARDS: Reconstitution for redeployment is coordinated IAW RSOP and commander's guidance and FM 100-9.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S1 Section coordinates reconstitution of personnel. <ol style="list-style-type: none"> a. Identifies personnel shortages and overages by grade and MOS by reviewing subordinate unit's status reports. b. Reassigns personnel within the command IAW commander's guidance. c. Recalculates personnel shortages and overages by grade and MOS. d. Submits personnel requisitions to higher echelon G1 Section. e. Requests disposition instructions for excess personnel from higher echelon G1 Section. f. Assigns filler personnel IAW S1 guidance. g. Reassigns excess personnel IAW higher G1 Section instructions. h. Updates SIDPERS records, as required. i. Briefs commander and XO on personnel status, as required. 2. S4 Section coordinates reconstitution of vehicles, equipment, and supplies. <ol style="list-style-type: none"> a. Identifies shortages and overages by reviewing subordinate unit's vehicle, equipment, and supply status reports. b. Reallocates vehicles, equipment and supplies within the command IAW commander's guidance. c. Recalculates shortages and overages. d. Submits requisitions for vehicles, equipment, and supplies to higher echelon G4 Section. e. Requests disposition instructions for excess vehicles, equipment, and supplies from higher echelon Support Operations Office. f. Issues vehicles, equipment, and supplies IAW commander and S4's guidance. g. Provides subordinate units disposition instructions for excess vehicles, equipment, and supplies. h. Updates property book, as required. i. Briefs commander and XO on status of vehicles, equipment, and supplies, as required. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S2/3 Office

TASK: Prepare Redeployment Movement Plan/Order (63-6-4866)
 (FM 100-17) (FM 101-5) (FM 55-1)
 (FM 55-65)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The commander has provided his redeployment guidance and directed that the redeployment movement plan/order be prepared. The XO has assigned staff responsibilities. The S2/3 has staff responsibility for consolidation, publication, and distribution of the redeployment movement plan/order. Movement plan becomes movement order upon implementation. The command and subordinate units are located in the TAA. Trained UMOs have been designated and briefed by the S4 and/or ICUMO. The home station rear detachment commander provides information on reception arrangements. The RSOP, TSOP, and higher echelon redeployment movement order are available. The command staff continuously receives messages from the appropriate HQ and subordinate units by radio, telephone, electronic means, and courier. This task should not be trained in MOPP4.

TASK STANDARDS: Redeployment movement plan/order is prepared and distributed IAW FM 101-5, the RSOP and commander's guidance and within the time prescribed by the commander or XO.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S2/3 Section receives input from staff sections for the redeployment movement plan/order. <ol style="list-style-type: none"> a. Identify redeployment requirements by reviewing redeployment movement order, RSOPs, and commander's guidance. b. Identify external support requirements by reviewing redeployment movement order, RSOP, and status reports from subordinate units. c. Identify internal support requirements by reviewing redeployment movement order, RSOP, and commander's guidance. d. Verify availability of required support by coordinating with appropriate staff elements and/or redeployment support organizations. e. Consolidates input data received from staff sections. 2. S2/3 Section coordinates staffing for redeployment teams. <ol style="list-style-type: none"> a. Identifies personnel and equipment requirements for redeployment teams by reviewing RSOP, movement plan/order, and commander's guidance. b. Coordinates redeployment teams requirements with staff sections. c. Forwards personnel and equipment requirements for redeployment teams to commander and/or XO for approval or modification. d. Incorporates personnel and equipment requirements for redeployment teams into movement plan/order. 3. S2/3 Section coordinates TAA and RAA physical security requirements. <ol style="list-style-type: none"> a. Identifies TAA and RAA physical security requirements by reviewing TSOP, higher echelon redeployment movement order, and commander's guidance. b. Coordinates physical security support with higher echelon G2/G3 or supporting logistics support organization. c. Coordinates physical security requirements with subordinate units. d. Incorporates TAA and RAA physical security instructions into movement plan/order. 4. S2/3 Section coordinates reception at home station. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> a. Identifies reception requirements by reviewing RSOP, movement plan/order, and commander's guidance. b. Forwards reception requirements and projected personnel movement schedules to home station rear detachment commander. c. Incorporates planned reception arrangements into the movement plan/order. <p>5. S2/3 Section prepares movement plan/order.</p> <ul style="list-style-type: none"> a. Verifies staff input for completeness and compliance with commander's guidance. b. Prepares updated copy of movement plan/order. c. Forwards draft copy to commander or XO for approval or modification. d. Distributes movement plan/order update IAW movement plan/order distribution list. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S4 Section
 S1 Section
 S2/3 Office

TASK: Provide Redeployment Support (63-6-4867)
 (FM 100-17) (AR 220-10) (AR 710-2)
 (FM 4-30.3)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command has received a redeployment movement order. The command and subordinate units are located in the TAA and trained UMOs have been designated and briefed by the S4. The commander has issued redeployment guidance. The command and higher HQ redeployment movement orders, RSOP, and TSOP are available. The command staff continuously receives messages from the appropriate HQ and subordinate units by radio, telephone, electronic means, and courier. This task should not be trained in MOPP4.

TASK STANDARDS: Redeployment support is provided to subordinate units and coordination for movement of personnel, vehicles, and equipment to the RAA and/or A/SPOE is accomplished IAW higher echelon redeployment movement order, TSOP, and commander's guidance.

NOTE: The term "rear detachment" in Army publications is used to refer to a group of soldiers remaining behind the main body to perform logistics and support activities. In this section, the term "theater rear detachment" is used to define the rear detachment remaining in the theater area of operations after the main body redeploys. In this task the theater rear detachment is not a theater-level asset. The term "home station rear detachment" is used to refer to the rear detachment left at the unit's home station during deployment.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S1 Section provides personnel and administrative services support. <ol style="list-style-type: none"> a. Identifies personnel and administrative requirements by reviewing higher echelon redeployment movement order and commander's guidance. b. Establishes redeployment personnel processing procedures IAW higher echelon guidance. c. Coordinates reassignment of personnel redeploying as individuals with higher echelon G1. d. Provides personnel service support, as required. e. Provides administrative support, as required. f. Verifies personnel and finance records have been updated by reviewing subordinate units' records. g. Verifies that line of duty investigations are complete prior to redeployment. h. Processes personnel actions, to include evaluation reports and decorations and awards. i. Coordinates rear detachment personnel and administrative services support with higher echelon G1. 2. S2/3 Section coordinates training requirements. <ol style="list-style-type: none"> a. Identifies training requirements (for example weighing and marking, customs inspections, cleaning of vehicles and equipment, and documentation requirements) by reviewing appropriate HQ redeployment movement order, subordinate unit requests for training support, and commander's guidance. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> b. Coordinates redeployment training support with higher echelon G2/G3. c. Notifies subordinate units of scheduled training events. d. Monitors scheduled training events for compliance with appropriate publications and commander's guidance. e. Updates training records, as required. <p>3. S4 Section coordinates supply and services support.</p> <ul style="list-style-type: none"> a. Identifies supply and services support requirements. b. Identifies quantities of supplies on-hand by reviewing subordinate unit supply status reports. c. Identifies supplies due-in by reviewing document registers. d. Identifies excess supplies due-in by comparing supply requirements with quantities on-hand and due-in. e. Cancels requisitions for quantities determined to be excess. f. Identifies required supplies arriving after unit is packed for redeployment by coordinating with DS supply organization. g. Verifies requisitions have been either canceled or updated with a redeployment address by reviewing requisitions ten days prior to unit redeployment. h. Submits request to redirect supplies due-in after unit is packed, to higher echelon S4 or supporting supply activity, as needed. i. Coordinates field feeding and services support with designated support unit, as required. j. Designates date/time when internal supply and service support terminates. k. Provides copies of the unit hand receipts and related documentation to OIC of the (theater) rear detachment, as required. l. Coordinates supply and service support for main body and (theater) rear detachment during movement with G4. <p>4. S4 Section coordinates maintenance support.</p> <ul style="list-style-type: none"> a. Identifies maintenance support requirements by reviewing higher echelon redeployment movement order and commander's guidance. b. Identifies vehicles in organizational and support maintenance by reviewing subordinate units' maintenance status reports. c. Identifies vehicles available for redeployment by coordinating with command and DS maintenance organizations. d. Requests disposition instructions for vehicles and equipment not available for redeployment from G4. e. Tasks subordinate units' maintenance sections to provide MST support in assembly areas, staging areas, and during road movement. f. Designates date/time when organizational maintenance support terminates. g. Coordinates maintenance and recovery support beyond subordinate units' capability with G4 or supporting logistics support organization. h. Coordinates vehicle cleaning and support with G4 or supporting logistics support organization. <p>* 5. S4 coordinates redeployment movement.</p> <ul style="list-style-type: none"> a. Identifies redeployment movement requirements by reviewing higher echelon redeployment movement order and commander's guidance. b. Verifies UMD and movement schedules, routes, and location of RAA and staging areas by coordinating with TMCA/MCT. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> c. Develops milestones for planning, packing, loading, and movement operations IAW higher echelon redeployment movement order and commander's guidance. d. Coordinates customs and USDA inspection support with G4. e. Monitors supporting units AUDEL updates for compliance with redeployment movement order and RSOP. f. Monitors subordinate units preparation of movement, customs, and USDA forms for compliance with redeployment movement order, RSOP, and appropriate publications. g. Monitors supporting units vehicle and equipment preparation and cleaning for compliance with USDA guidance, RSOP, appropriate publications, and commander's guidance. h. Monitors subordinate units customs and USDA inspection results for compliance with appropriate publications. i. Monitors subordinate units movement readiness status for compliance with redeployment movement order and commander's guidance. j. Inspects subordinate units movement plans/orders for compliance with redeployment movement order and commander's guidance. k. Briefs commander and/or staff on movement readiness status, as required. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Command Section
 S1 Section
 S2/3 Office
 S4 Section
 Support Operations Office

TASK: Perform Redeployment Advance Party Activities (63-6-4868)
 (FM 100-17) (FM 55-65)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command has received a redeployment movement order. All subordinate units are redeploying as part of the command redeployment. The movement plan/order, RSOP, and TSOP are available. The command staff continuously receives messages from the redeploying support organizations, the appropriate HQ, and subordinate units by radio, telephone, electronic means, and courier. CONUS logistics support is provided to the advance party by the supporting installation. This task should not be trained in MOPP4.

TASK STANDARDS: Advance party operations are planned and implemented IAW RSOP, movement plan/order, TSOP, and commander's guidance.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S2/3 Section plans advance party operations. <ol style="list-style-type: none"> a. Identifies advance party requirements by reviewing movement order, RSOP, TSOP, and commander's guidance. b. Prepares advance party plan IAW commander's guidance. c. Coordinates advance party personnel and equipment requirements with staff sections and subordinate units IAW advance party plan. d. Briefs advance party OIC on advance party requirements and operations. * 2. Advance party OIC supervises advance party premovement activities. <ol style="list-style-type: none"> a. Identifies advance party support requirements by reviewing advance party plan, movement plan/order, RSOP, and S2/3 and commander's guidance. b. Coordinates advance party logistics and transportation support with the S4 Section. c. Coordinates for advance party movement instructions and documentation support with HHC UMO. d. Identifies command organization, movement configuration, movement schedule, and ultimate destination by reviewing movement plan/order, and subordinate unit DELs. e. Revises advance party plan, as required, in coordination with S2/3. f. Briefs commander, staff, subordinate unit commanders, and advance party personnel on advance party plan, as required. 3. Advance party moves through APOE to APOD. <ol style="list-style-type: none"> a. Prepares vehicles for air movement, as required. b. Redeploys IAW movement order. c. Performs APOD activities for redeployment. 4. Advance party coordinates reception of main body. <ol style="list-style-type: none"> a. Coordinates main body arrival schedule and reception with AACG. b. Coordinates inspection and processing procedures with USCS and USDA officials. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Coordinates for movement of personnel to home station with MTMC, supporting ITO, and/or movement control element representatives. d. Provides command organization, movement configuration, movement schedule, and ultimate destination to MTMC representatives, supporting installation representatives, and home station UMC. e. Completes required movement documentation ICW MTMC, supporting ITO, and/or movement control element representatives. f. Coordinates main body logistics and maintenance support requirements with supporting installation, as required. g. Assists home station rear detachment with final coordination for Welcome Home reception activities. h. Briefs commander, staff, and subordinate unit commanders on reception and onward movement plans, as required.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: Command Section

TASK: Perform Theater Rear Detachment Activities (63-6-4869)
 (FM 100-17) (DOD 4500.32-R VOL 1) (DOD 4500.32-R, VOL 2)
 (DOD DIR 4500.9) (FM 55-65)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command and subordinate units main bodies have redeployed. The (theater) rear detachment is located in the RAA with the command's vehicles and equipment. Vehicles and equipment are prepared for strategic sea movement and are waiting to be called forward to PSA SA. S4 has provided copies of the property book, document register, and related documents. TMCA/MCT provides call forward instructions to the A/SPOE. The RSOP, TSOP, redeployment movement order, and (theater) rear detachment plan are available. The (theater) rear detachment continuously receives messages from the theater support organizations, the appropriate HQ, and command HQ by radio, telephone, electronic means, and courier. This task should not be trained in MOPP4.

TASK STANDARDS: Unit's vehicles and equipment are transferred to the PSA and (theater) rear detachment personnel redeploy to home station IAW the (theater) rear detachment plan and redeployment movement order.

NOTE: The term "rear detachment" in Army publications is used to refer to a group of soldiers remaining behind the main body to perform logistics and support activities. In this section, the term "theater rear detachment" is used to define the rear detachment remaining in the theater AO after the main body redeploys. In this task the theater rear detachment is not a theater-level asset. The term "home station rear detachment" is used to refer to the rear detachment left at the unit's home station during deployment.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. Rear detachment commander supervises rear detachment activities.</p> <ul style="list-style-type: none"> a. Identifies operational and support requirements by reviewing (theater) rear detachment plan; redeployment movement order; and S1, S4, and commander's guidance. b. Verifies availability of personnel services, administrative services, and logistics support by coordinating with supporting organizations. c. Develops an inspection and maintenance schedule IAW rear detachment plan. d. Monitors levels of personnel, administrative, and logistics support to ensure appropriate levels of support are provided. e. Directs correction of deficiencies noted during USCS and/or USDA inspections. f. Inspects movement and property accountability documentation to verify accuracy IAW (theater) rear detachment plan and appropriate publications. g. Forwards (theater) rear detachment status reports to command HQ, as required. h. Briefs commander and/or staff of supporting logistics support organization on (theater) rear detachment activities, as required. <p>2. Rear detachment coordinates logistics support.</p> <ul style="list-style-type: none"> a. Identifies repair parts requirements by reviewing maintenance inspection reports and the document register. b. Identifies supply requirements by conducting inventory of supplies on-hand. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> c. Forwards requisitions for required supplies and repair parts to supporting logistics support organization. d. Coordinates receipt of supplies and repair parts with the supporting logistics support organization. e. Coordinates field feeding and billeting support with the supporting logistics support organization. <p>3. Rear detachment maintains vehicles and equipment.</p> <ul style="list-style-type: none"> a. Inspects vehicles and equipment IAW inspection and maintenance schedule. b. Prepares requisitions for repair parts, as required. c. Performs operator and organizational maintenance, as required. d. Coordinates MST support with supporting logistics support organization. e. Cleans vehicles to meet USDA requirements. <p>4. Rear detachment coordinates movement of vehicles, equipment, and personnel.</p> <ul style="list-style-type: none"> a. Coordinates processing of vehicles and equipment for movement to the SPOE with TMCA/PMCT and PSA. b. Coordinates redeployment of personnel and processing procedures with TMCA/PMCT and DACG. c. Monitors customs and USDA inspections for compliance with the redeployment movement order and appropriate publications. d. Monitors joint PSA inspection to ensure vehicles and equipment meet requirements for strategic sealift. e. Processes vehicles and equipment for movement to the SPOE. f. Redeploys personnel IAW TMCA/PMCT and DACG instructions. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Command Section
 S1 Section
 S2/3 Office
 S4 Section

TASK: Coordinate Home Station Activities (63-6-4870)
 (FM 100-17) (FM 55-65)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command has arrived at home station. Main body arrives at home station prior to equipment arrival at SPOD. The command receives notification of ship and rear detachment arrival from the ITO. The maintenance SOP and RSOP are available. The ITO provides the movement instructions and convoy clearances. Intransit logistics support is provided by the supporting installation. The command staff continuously receives messages from the installation agencies and subordinate units by radio, telephone, electronic means, and courier. This task should not be trained in MOPP4.

TASK STANDARDS: Home station activities are accomplished IAW commander's guidance.

NOTE: The term "rear detachment" in Army publications is used to refer to a group of soldiers remaining behind the main body to perform logistics and support activities. In this section, the term "theater rear detachment" is used to define the rear detachment remaining in the theater AO after the main body redeploys. In this task the theater rear detachment is not a theater-level asset. The term "home station rear detachment" is used to refer to the rear detachment left at the unit's home station during deployment.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. Commander directs post deployment activities.</p> <ul style="list-style-type: none"> a. Directs preparation of after-action reports. b. Directs inventory and cleaning of vehicles, equipment, and weapons. c. Directs turn-in of hand-receipted and float equipment. d. Approves after-action report. e. Briefs appropriate HQ commander and staff on operations in theater of operations. <p>2. S1 Section performs post deployment activities.</p> <ul style="list-style-type: none"> a. Coordinates personal affairs briefings, such as family and stress briefings. b. Retrieves records stored prior to deployment. c. Verifies records have been updated with deployment information and appropriate personnel actions by reviewing records of deployed soldiers. d. Processes SIDPERS transactions for redeploying soldiers, if required. e. Coordinates Welcome Home activities for (theater) rear detachment personnel. <p>3. S4 Section coordinates reception of rear detachment.</p> <ul style="list-style-type: none"> a. Coordinates transportation support for (theater) rear detachment personnel with ITO. b. Verifies arrival schedule and processing requirements by coordinating with AACG. c. Resolves inspection and processing deficiencies by coordinating with MTMC, USCS, and USDA officials. d. Briefs commander and XO on status of (theater) rear detachment reception. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>4. S4 Section coordinates reception of equipment at SPOE.</p> <ul style="list-style-type: none"> a. Identifies transportation requirements by reviewing RSOP, redeployment movement order, and subordinate unit DELs. b. Verifies rail and/or commercial transportation availability and schedules for containers and outsize, oversize, or overweight pieces of equipment by coordinating with the UMC. c. Coordinates for convoy clearances with the UMC, as required. d. Submits request(s) for required road march items to supporting supply activity. e. Coordinates subordinate units en route support requirements with UMC until all known requirements are fulfilled. f. Coordinates transportation support for command personnel to the SPOD with the UMC. g. Conducts movement status briefing(s) for the commander, staff, and subordinate commanders, as necessary. <p>* 5. S4 coordinates SPOD MA activities.</p> <ul style="list-style-type: none"> a. Monitors inventory, inspection, processing, and staging of vehicles and equipment for compliance with movement instructions; convoy clearances; and MTMC and PSA officials' instructions. b. Resolves vehicle and equipment inspection and processing deficiencies by coordinating with PSA, USCS, and USDA officials. c. Coordinates disposition of nonoperational vehicles with supporting installation personnel. d. Reports SPOD status by telephone or radio to S2/3 Section, as appropriate. e. Provides SP crossing report by telephone or radio to S2/3 Section, as appropriate. <p>6. S4 Section monitors stand-down of vehicles, equipment, and weapons.</p> <ul style="list-style-type: none"> a. Monitors inventory and maintenance status of vehicles, equipment, and weapons for compliance with maintenance SOP, appropriate publications, and commander's guidance. b. Provides vehicle and equipment technical inspection and excess equipment instructions to subordinate units. c. Monitors vehicle and equipment turn-in for compliance with appropriate publications and S4 instructions. d. Briefs commander and XO on status of vehicles, equipment, and weapons. <p>7. S2/3 Section drafts after-action report.</p> <ul style="list-style-type: none"> a. Verifies staff and subordinate unit input for completeness and compliance with commander's guidance. b. Prepares after-action report. c. Forwards draft copy to commander or XO for approval or modification. d. Distributes after-action report IAW commander's guidance. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Command Section
 S1 Section
 S2/3 Office
 S6 Section
 S4 Section

TASK: Direct Integration Activities (63-6-4871)
 (FM 100-17-3) (FM 100-17) (FM 55-65)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command is in the process of deploying or has deployed to an OCONUS site following receipt of a WARNO. Appropriate contingency plans have been modified and are being executed. The unit has arrived at the POD, moved through the designated staging site, and has closed in the TAA. Prior to onward movement from the staging area, the unit verified that it met mission readiness criteria. The unit initiates command and control procedures with the gaining command. The unit security plan, unit access rosters, TSOP and current maps are available. The unit is deploying as part of a higher echelon deployment. Integration activities are performed under all day or night environmental conditions. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Personnel and equipment are combat ready and integrated into the operational mission of the gaining tactical force commander.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. Commander supervises integration activities.</p> <ul style="list-style-type: none"> a. Directs TOC to be established IAW TSOP. b. Directs communications link-up into gaining command net. c. Directs command to integrate unit security plan into gaining command's operational force protection measure. d. Directs command HQ to integrate into the gaining command's CSS system. e. Directs command to submit reports IAW gaining command SOPs/OPLANS. f. Provides guidance to staff on corrective actions based on readiness reports from subordinate units. g. Releases consolidated command readiness report to higher HQ. <p>2. S2/3 Section completes integration actions.</p> <ul style="list-style-type: none"> a. Enters tactical communication net. b. Establishes command TOC. c. Integrates unit into TAA security plan. d. Directs stationing of subordinate units within assigned area. e. Clarifies operational mission parameters with gaining command. f. Assists subordinate units in correcting readiness deficiencies. g. Submits required reports to gaining command. h. Conducts training as directed by gaining command. <p>3. S1 Section performs integration activities.</p> <ul style="list-style-type: none"> a. Submits consolidated personnel status report to higher HQ. b. Monitors status of soldiers with a special status, such as sick or injured. c. Requests replacements, as needed. d. Coordinates medical, personnel, religious, MWR, and finance support. <p>4. S4 Section performs integration activities.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> a. Establishes direct support relationships with various support elements in the support structure to include supply, field services, automation maintenance and maintenance. b. Provides subordinate units CSS support information, to include location of supply and maintenance points, field service support information, and procedures for resupply. c. Submits logistics status report in format directed by gaining command. <p>5. S6 Section or Communications Branch, as applicable, performs communications integration activities.</p> <ul style="list-style-type: none"> a. Establishes direct support relationship with gaining command for COMSEC and CCI activities. b. Installs, operates, and maintains communications equipment. c. Establishes and operates battalion NCS. d. Ensures communications linkup with higher, adjacent, and supported commands. e. Selects signal sites and provides advice on interference problems. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Command Section
 S2/3 Office
 S4 Section

TASK: Plan Command Deployment in a Peacetime Environment (63-6-4872)
 (FM 55-65) (AR 220-10) (DOD 4500.32-R VOL 1)
 (DOD 4500.32-R, VOL 2) (DOD DIR 4500.9) (FM 100-17)
 (FM 10-23) (FM 10-23-1) (FM 10-23-2)
 (FM 10-52) (FM 10-52-1) (FM 21-10)
 (FM 22-100) (FM 25-100) (FM 25-101)
 (FM 3-100.4)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command is operating in a normal peacetime environment at a normal state of readiness. The unit has a wartime mission with a corresponding OPLAN on file. Unit is conducting operational mission and METL training. The unit MOBPLAN (RC), movement plan, recall plan, RSOP, TSOP, security plan, unit access rosters, and current maps are available. The OPLAN calls for subordinate units to deploy as part of the higher HQ deployment. Command communicates with subordinate units by radio, telephone, electronic means, and courier. Peacetime deployment planning activities are performed under all day or night environmental conditions, except NBC. This task should not be trained in MOPP4.

TASK STANDARDS: MOBPLAN (RC) and movement plan are completed IAW governing regulations and higher HQ directions.

NOTE: MOBPLANS are required only for RC units. RC-specific task steps and performance measures are annotated ("RC").

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Command Section directs deployment planning. <ol style="list-style-type: none"> a. Provides planning guidance to staff and subordinate units. b. Directs OPLAN update. c. Directs MOBPLAN (RC) validation. d. Directs staff to validate subordinate units' movement plans. e. Directs Security Plan update. f. Directs RSOP and TSOP update. g. Directs SRP activities verification. * 2. XO coordinates staff planning. <ol style="list-style-type: none"> a. Implements commander's directives in staff planning and policy making. b. Assigns staff responsibilities for updating movement/deployment plans. c. Monitors all staff actions for conformity to commander's guidance. d. Coordinates deployment mission with subordinate unit commanders. e. Coordinates update of RSOP and TSOP. f. Consolidates input from staff sections for commander's briefing. 3. S2/3 Section analyzes mission. <ol style="list-style-type: none"> a. Identifies specified and implied tasks in the OPLAN. b. Identifies documented policies and procedures. c. Coordinates mission parameters and details with higher HQ. d. Coordinates with S1 Section for personnel analysis of mission. e. Coordinates with S4 Section for logistics and movement analysis of missions. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>f. Updates command HQ OPLAN. g. Maintains current maps and overlays for all missions for subordinate units. h. Approves MOBPLANS (RC) for subordinate units. i. Briefs commander and staff on deployment mission.</p> <p>4. Staff conducts readiness review of subordinate units. a. Performs personnel readiness review. b. Performs logistics readiness review. c. Performs OPSEC readiness review. d. Identifies readiness issues. e. Provides recommendations to improve readiness. f. Updates command RSOP and TSOP. g. Coordinates with supporting active duty readiness organization for support (RC).</p> <p>5. S2/3 Section validates MOBPLAN (RC). a. Verifies mission is current. b. Updates MOBPLAN. c. Confirms annex information is correct. d. Coordinates with S4 for review of logistics portions of plan.</p> <p>NOTE: MOBPLAN is updates annually, or whenever a change occurs in unit mission or structure.</p> <p>6. S4 Section validates deployment plans. a. Maintains movement plans for all modes of transportation for the command. b. Validates equipment status. c. Validates AUEL for subordinate units. d. Coordinates for S2/3 review of subordinate unit/command movement plans. e. Verifies logistics annexes of MOBPLAN (RC).</p> <p>7. Staff officers supervise staff sections. a. Direct sections to update RSOP, TSOP, movement plan/order, OPLAN/CONPLAN, and commander's guidance annually or whenever changes in unit mission or structure dictate. b. Verify section input for annual commander's mobilization brief. c. Direct preparation of input to the S2/3 Section for the update of plans, orders, and commander's brief, as required. d. Identify section requirements for deployment verification checklist.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S2/3 Office

TASK: Plan Area Tactical Operations (63-6-4011)
 (FM 3-0) (FM 101-5) (FM 3-100)
 (FM 34-130) (FM 44-8) (FM 63-3)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The threat has the capability of intelligence gathering and launching NBC attacks into the area. The commander has provided his concept of operations. The Corps and Division analyses of the AO and unit/higher/subordinate TSOPs are available for planning purposes. LPT is also available for review. The headquarters has digital and/or analog communication with higher and lower HQ. Status reports, maps, overlays, and other required documents have been forwarded to the appropriate commanders and staff elements. Higher command's OPLAN/OPORD with annexes is available. The headquarters is collocated with the area RCPOC. Coordination has been established with the RCPOC for required assistance, if needed. Tentative locations of subordinate units support facilities have been designated. The staff operations sections continuously receive messages from higher, adjacent, and lower echelons by automated means, radio, telephone, and courier. SCPE is on hand, or field-expedient and natural shelter are available. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The completed NBC defense, OPSEC, and deception plans support the commander's guidance and concept of operations and provide procedures and measures to overcome or minimize the NBC and information collection threats. At MOPP4, performance degradation factors increases planning completion times.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S2/3 Section analyzes tactical NBC information. <ol style="list-style-type: none"> a. Identifies established policies and procedures located in TSOP. b. Identifies NBC threat capabilities and recommended countermeasures by reviewing the higher HQ NBC vulnerability analysis. c. Identifies potential targets in the area for NBC weapons. 2. S2/3 Section prepares the NBC defense plan. <ol style="list-style-type: none"> a. Establishes procedures and measures that reduce unit vulnerability through terrain shielding and increased protective measures. b. Provides recommendations on positioning of subordinate elements to accomplish the support mission. c. Specifies levels of protection that correspond with the NBC threat, including MOPP levels. d. Establishes procedures for receiving and submitting reports on threat use of NBC weapons, if different from those in the TSOP. e. Develops monitoring and survey plans that establish policies and procedures for subordinate elements' survey, monitor, and decontamination teams' operations. f. Develops personnel, equipment, and CSS site decontamination plan that establishes priorities for decontamination in coordination with the S4 Section and RCPOC. g. Establishes coordination procedures for requesting additional support. h. Provides commander's radiation exposure guidance. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> i. Establishes nuclear and chemical medical evacuation and treatment support procedures in coordination with the Distribution Management personnel. j. Establishes alternate methods and levels of CSS in coordination with the Distribution Management personnel. k. Consolidates NBC information into appropriate format IAW the TSOP. l. Forwards the NBC defense plan to the S2/3 for approval or modification. m. Disseminates the NBC defense plan to all appropriate staff sections and subordinate units, using appropriate communications devices/methods. <p>3. S2/3 Section prepares the OPSEC Plan.</p> <ul style="list-style-type: none"> a. Identifies established policies and procedures in the TSOP. b. Identifies threat intelligence collection capabilities. c. Identifies EEFI indicators that affect or compromise intelligence information. d. Identifies all countermeasures and deception requirements, including defense against DE devices. e. Transcribes required information from higher HQ OPSEC annexes to the OPLAN. f. Consolidates OPSEC information into appropriate format IAW the TSOP. g. Forwards draft OPSEC plan to the S2/3 Officer for approval or modification. h. Disseminates OPSEC plan to all staff sections and subordinate elements, using appropriate communications devices/methods. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S1 Section
 S2/3 Office
 Plans/Intelligence Branch
 S6 Section
 S4 Section

TASK: Plan Base Cluster Operations (63-6-4013)
 (FM 3-0) (FM 100-10) (FM 100-15)
 (FM 101-5) (FM 101-5-1) (FM 3-4)
 (FM 63-3) (FM 71-100) (FM 71-100-2)
 (FM 71-100-3) (JP 3-10)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Intelligence sources report that threat forces are expected to launch Level I or Level II ground forces attacks in the command's rear operational area within a designated timeframe. The supported commander has directed that supporting units/elements prepare detailed rear security and base cluster defense plans. Command guidance emphasized that CSS/CHS operations must continue, even if rear areas are attacked. The RCPOC has provided input to the units' participation and integration into base cluster operations. The RAOC and its location have been identified. Security and operations personnel continuously receive messages from higher, adjacent, and lower echelons by automation, radio, telephone, and courier. SCPE is on hand or field-expedient and/or natural shelters are available. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Base cluster operations plan is formatted IAW FM 101-5 and TSOP and conforms to the commander's and RCPOC's guidance. At MOPP4, performance degradation factors increase base cluster operations plan completion time.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>1. S2/3 personnel develop the direct and indirect fire plan for the base cluster.</p> <ul style="list-style-type: none"> a. Identify boundaries as assigned by the RCPOC. b. Identify probable threat avenues of approach and their effects on the area of responsibility. c. Assign boundaries to all subordinate units and separate elements, using appropriate BFACS. <p>NOTE: Boundaries should be based on number of personnel assigned, type of weapon systems, and mission of unit.</p> <ul style="list-style-type: none"> d. Identify weapon systems that are available in coordination with the RCPOC. e. Identify probable engagement areas in coordination with RCPOC. f. Selects target reference points in coordination with the RCPOC and designated fire support element. g. Prioritizes defense of CSS facilities in coordination with the RCPOC. h. Develops fire support request and coordination measures in coordination with the RCPOC and designated fire support element. i. Maintains situational awareness at all times using appropriate BFACS. <p>2. S2/3 personnel develop mobility and counter mobility plan for the base cluster.</p> <ul style="list-style-type: none"> a. Identify all obstacle constraints and restrictions in the RCPOC plan. b. Identify all possible obstacles by location and type. c. Identify all available obstacle assets. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>d. Coordinate additional support requirements with RCPOC, Support Operations Section, and supporting engineer element, using appropriate BFACS.</p> <p>3. S2/3 personnel develop air defense plan.</p> <p>a. Identify all established air defense policies and procedures in the OPLAN and the TSOP.</p> <p>b. Identify probable air avenues of approach in coordination with the RCPOC.</p> <p>c. Establish air defense priorities for designated areas and facilities in coordination with RCPOC and air defense elements.</p> <p>d. Establish air defense assistance coordination measures, using appropriate BFACS.</p> <p>e. Establish air defense warning signals, if different than those set forth in TSOP.</p> <p>4. S2/3 personnel develop base cluster response force plan.</p> <p>a. Identify response force composition and requirements in the TSOP.</p> <p>b. Revise response force structure and subordinate elements' taskings as dictated by current tactical situation.</p> <p>c. Identify assembly point location(s).</p> <p>d. Coordinate additional equipment/supply requirements with the S4 Section.</p> <p>e. Develop response force training plan.</p> <p>f. Task subordinate elements to provide required personnel and equipment for response force based on present for duty strength and current missions.</p> <p>g. Maintain situational awareness at all times using appropriate BFACS.</p> <p>5. S6 develops analog and digital communications plan for the base cluster elements.</p> <p>NOTE: If there is no S6, this subtask will be performed by the Communications Branch, S2/3 Section.</p> <p>a. Develops intrabase cluster communications plan that encompasses all units located within the area of responsibility.</p> <p>b. Develops external communications plan that interfaces with RCPOC, higher command, and fire and air support elements.</p> <p>c. Designates base cluster operations call signs, frequencies, and procedures.</p> <p>d. Coordinates overall communications plan with supporting signal element and RCPOC, using appropriate BFACS.</p> <p>e. Establishes a messenger system with runner as a backup communications system.</p> <p>6. S4 and S1 Sections develop logistics plan for base cluster operations.</p> <p>a. Calculate tentative logistics requirements for response force and external reaction forces.</p> <p>b. Designates responsibility for resupply of equipment and supplies (including Class VIII) to specific subordinate elements.</p> <p>c. Coordinates medical treatment and evacuation plan with the medical support elements, using appropriate BFACS.</p> <p>7. Plans and Intelligence Branch coordinates base cluster operations for command elements in other areas of responsibility.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> a. Coordinates subordinate units' responsibilities with the base cluster operations element responsible for that area, using appropriate BFACS, radio, or wire. b. Coordinates base cluster operations policies, procedures, and reports for units outside command's area of responsibilities. <p>8. S2/3 Section and S4 Section develop ADC plan.</p> <ul style="list-style-type: none"> a. Identify all established policies and procedures in OPLAN and the TSOP. b. Calculate probable ADC requirements in the area of responsibility. c. Identify current ADC assets within the command in coordination with the RCPOC. d. Coordinate additional support requirements with the G4 Section, using appropriate BFACS, radio, or wire. e. Assign specific functions to all subordinate elements IAW TSOP. f. Coordinate ADC plans and procedures with the RCPOC and supporting MP unit, using appropriate BFACS, radio, or wire. g. Coordinate ADC priorities with the RCPOC and G3 and G4 Sections, using appropriate BFACS, radio, or wire. h. Identify alternate operational sites or alert sites in coordination with the RCPOC. i. Establish warning or alert system, if different from TSOP. j. Develop ADC training and rehearsal plan. <p>9. S2/3 personnel prepare and distribute base cluster operations annex.</p> <ul style="list-style-type: none"> a. Consolidate input into appropriate format IAW FM 101-5 and TSOP. b. Coordinate draft base cluster operations annex with all other staff sections. c. Forward draft base cluster operations annex to operations channels for approval or modification. d. Distribute annex to all appropriate staff sections, subordinate units, and the RCPOC, using appropriate BFACS. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S2/3 Office
Plans/Intelligence Branch

TASK: Operate the Tactical Support Area of the Logistics Operations Center (63-6-4035)
(FM 63-3) (FM 100-10) (FM 101-5)
(FM 101-5-1) (FM 3-4)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The LOC is divided into two major areas: the logistics and the tactical support areas with staff officers and NCOs working at their assigned duty stations. The supported command is involved in combat operations. The headquarters has digital and/or analog communication with higher and lower HQ. The unit and higher-headquarters OPORDs, with all annexes, status reports, maps, overlays and other required documents are available to the staff. The unit, higher and lower TSOPs are available. HQ elements are currently coordinating logistics in the command's area of responsibility. Subordinate units are positioned and operational. The threat has the capability to employ units into rear areas to disrupt support to fighting units and to use EW to disrupt communications. SCPE is on hand or field-expedient natural shelters are available, whichever applies. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: All tactical information relative to force protection is disseminated to all subordinate and attached units. At MOPP 4, performance factors minimally degrade the efficiency of LOC tactical operations.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. S2/3 Officer supervises the tactical support area operations.</p> <ul style="list-style-type: none"> a. Inspects entry and exit procedures for compliance with the TSOP. b. Assigns specific areas of responsibility and work shifts to all assigned staff members for 24-hour operation. c. Enforces sleep plans that are consistent with phases of the operations. d. Monitors the performance of personnel in their functional areas to ensure compliance with established guidance and the TSOP. e. Provides briefing on current tactical situation to the commander and/or XO. <p>2. S6 Officer directs the maintenance of all analog and digital communications systems.</p> <p>NOTE: In some TO&Es, this subtask will be performed by the Communications Branch Chief, S2/3 Section.</p> <ul style="list-style-type: none"> a. Directs the systematic monitoring of all radio networks in order of priority as specified in the OPORD and TSOP. b. Supervises personnel who operate the command NCS IAW TSOP, OPORD, and SOI. c. Develops and disseminates alternate communications plan for implementation when established methods are disrupted or failed. d. Ensures the maintenance of local area networks. e. Issues passwords. f. Directs the installation of mission-related software. g. Directs the installation of antivirus software. <p>3. S2/3 Plans and Intelligence Branch disseminate intelligence and weather information.</p> <ul style="list-style-type: none"> a. Inspects intelligence summaries and reports for pertinency to operations and security. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>b. Inspects weather reports for data that could have significant effects on the command's security.</p> <p>c. Forwards pertinent intelligence and weather information to all subordinate elements using BFACS, radio, or wire.</p> <p>4. S2/3 Plans and Intelligence Branch supervises command's participation in the higher headquarters OPSEC plan.</p> <p>a. Disseminates supported command's countermeasure requirements to all subordinate units and logistics elements operating in the AO.</p> <p>b. Supervises implementation of countermeasures to overcome threat capabilities in signal and human intelligence and imagery collection.</p> <p>c. Inspects command's subordinate units' positions for OPSEC effectiveness.</p> <p>d. Provides feedback reports to the operational and intelligence channels on activities that affect OPSEC measures.</p> <p>5. S2/3 Plans and Intelligence Branch coordinate NBC defense activities.</p> <p>a. Disseminate supported unit NBC data that pertains to supporting CSS units operating in the area of responsibility.</p> <p>b. Supervise the command's NBC defense preparations as directed by the G3 or unit commander.</p> <p>6. S2/3 Plans and Intelligence Branch perform tactical support area duties.</p> <p>a. Maintain current staff journal(s) and entries IAW current command policy and the TSOP.</p> <p>b. Maintain current operational maps and overlays depicting all friendly and threat locations that affect the command's CSS operations.</p> <p>NOTE: All entries are posted within 50 meters of actual location.</p> <p>c. Maintain section workbook(s) that contain incoming messages and reports under the appropriate heading and cross-references.</p> <p>d. Maintain current journal files that contain material necessary to support all daily staff journal entries.</p> <p>e. Maintain current NBC situation maps and overlays.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S2/3 Office

TASK: Supervise Operations Security Program (63-6-4036)

(AR 530-1)
(AR 380-40)
(FM 24-16)

(AR 380-19)
(FM 34-1)
(FM 3-19.30)

(AR 380-19-1)
(FM 11-72)
(FM 3-4)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Tactical operations are ongoing. CSS operations have commenced. The command has designated OPSEC teams to identify OPSEC weakness and risks by examining unit and CP communications, signatures, tactical deployment patterns, and camouflage. Threat may be in the form of conventional or unconventional forces and have the capability of intelligence gathering. The OPSEC program is a passive defensive measure. The TOC coordinates OPSEC activity throughout the rear area. The unit and higher-level command's OPSEC estimate is available. OPSEC information with recommended countermeasures is disseminated to the HQ or RCPOC. SCPE is on hand or field-expedient and natural shelters are available, whichever applies. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The OPSEC program is planned and implemented IAW OPORD and TSOP. At MOPP 4, performance degradation factors increase OPSEC planning and implementation time.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S2/3 Section plans OPSEC program for current operations. <ol style="list-style-type: none"> a. Identifies established policies and procedures by reviewing TSOP. b. Lists threat intelligence collection capabilities by extracting information from the OPSEC estimates or order. c. Lists EEFI from higher HQs OPSEC estimate or order. d. Lists indicators, which affect or may compromise the EEFI. e. Lists all countermeasure requirements by reviewing the OPSEC estimate or order and the operations profile. f. Prepares OPSEC plan. g. Disseminates OPSEC plan to all subordinate elements. 2. S2/3 Section implements OPSEC plan. <ol style="list-style-type: none"> a. Implements OPSEC policies and procedures to overcome or neutralize the threat's collective threat in the areas of communication, intelligence, logistics, and administrative actions. b. Enforces COMSEC measures to deny friendly information to the enemy by telecommunication means. c. Enforces ELSEC measures to protect electromagnetic transmissions from threat identification or location. d. Enforces TEMPEST controls to render enemy detection devices ineffective. e. Enforces ECCM to ensure the receipt and transmission of information essential to mission accomplishment is not disrupted. f. Enforces information security measures to prevent compromise of classified and nonclassified information. g. Enforces physical security measures to prevent espionage, sabotage, or theft at command and control or support facilities. 3. S2/3 Section provides feedback on status of OPSEC program. <ol style="list-style-type: none"> a. Inspects subordinate units' positions for OPSEC effectiveness. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Inspects camouflage and concealment measures for compliance with TSOP, OPORD, and current tactical situation. c. Identifies OPSEC weakness and recommended corrections by continuously reviewing OPSEC updates. d. Coordinates additional support requirements with the G2 and RCPOC using BFACS. e. Provides feedback report to commander, staff, and subordinate elements on activities that affect OPSEC measures using BFACS, radio, or wire.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S2/3 Office
Plans and Intel Branch

TASK: Supervise Nuclear, Biological, and Chemical Defense Operations (63-6-4037)
(FM 3-100) (FM 100-10) (FM 3-0)
(FM 3-3) (FM 3-4)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Threat forces have the capability to launch NBC attacks and isolated NBC incidents have occurred. Some operational areas have reported as contaminated. The TSOP requires the S2/3 to provide command and control to subordinate units during NBC intrusions. The headquarters has digital and/or analog communication with higher and lower HQ. The OPOD, with all annexes, status reports, maps, overlays and other required documents have been forwarded to the commander and appropriate staff sections. The unit, higher, and lower TSOPs are available. The commander and staff require updated NBC data for current operations and future planning. SCPE is on hand or field-expedient and natural shelters are available. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Logistics Support is maintained at a level that allows the supported units to sustain momentum of operations. NBC defense measures are conducted IAW NBC defense plan, TSOP, and OPOD. At MOPP4, performance degradation factors increase NBC defense operations planning completion and implementation times.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S2/3 Section, Plans and Intelligence Branch develops NBC defense plan. <ol style="list-style-type: none"> a. Identifies established policies and procedures by reviewing NBC defense portion of the TSOP. b. Identifies NBC threat and recommended countermeasures by analyzing the higher HQs vulnerability analysis and assessment. c. Prepares an NBC defense requirement forecast. d. Coordinates mass casualty evacuation and treatment support with the MOB and distribution management personnel. e. Coordinates alternate methods of conducting the logistics and CHS mission with Support Operations channels and distribution management section. f. Coordinates alternate lines of communications with S6. g. Coordinates NBC decontamination team support with RCPOC. h. Coordinates additional augmentees and decontamination support with the supported command G3 or higher headquarters G3, to include smoke and NBC decontamination support. i. Develops NBC defense item consumption plan for increased demand. j. Develops personnel, equipment, and facilities decontamination plan. k. Disseminates NBC defense plan to all subordinate elements using BFACS, radio, or wire. 2. S2/3 Section directs preparation for NBC defense. <ol style="list-style-type: none"> a. Identifies backup command and control procedures. b. Alerts all NBC defense teams and subordinate elements of impending or actual attack using BFACS, radio, or wire. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> c. Maintains NBC analog and digital situation map(s) to include potential enemy NBC targets, decontamination site overlays, and predicted contamination overlay. d. Directs periodic monitoring by subordinate elements of their assigned areas. e. Directs appropriate MOPP level. f. Directs preparation for receiving NBC decontamination augmentations. g. Directs redeployment elements and facilities. <p>3. S2/3 Section directs response to initial effects of NBC attack.</p> <ul style="list-style-type: none"> a. Revises MOPP level as necessary. b. Alerts higher, lower, adjacent units of imminent attack using BFACS, radio, or wire. c. Reestablishes chains of command and communication, as required. d. Assesses damage to equipment and facilities by analyzing reports from subordinate elements for forwarding to RCPOC and main CP. e. Coordinates assistance for subordinate elements with G3 and RCPOC using BFACS, radio, or wire. f. Alerts mortuary affairs and EPW collection points and aid stations of NBC hazards using BFACS, radio, or wire. g. Forwards NBC 1 and subsequent NBC 1 reports to G3 channels and RCPOC using BFACS, radio, or wire. h. Computes yield and ground zero location. i. Prepares downwind hazard prediction. j. Prepares simplified fallout prediction. k. Forwards NBC 6 report to G3 channels and RCPOC, as appropriate. l. Provides current status of augmented chemical unit employment, protective measures, and MOPP and OEG implementation to the higher HQs staff. <p>4. S2/3 Section directs response to residual effects of NBC attack.</p> <ul style="list-style-type: none"> a. Plots NBC 4 report on digital and analog situation maps. b. Forwards NBC 4 report to supported command's G3, the RCPOC, and higher-level command's G3 using BFACS, radio, or wire. c. Maintains radiation exposure status. d. Prepares contamination overlay(s). e. Predicts contamination duration period. f. Plots NBC 3 report on situation map. g. Briefs NBC implications to unit commander and staff. h. Lists restoration decontamination requirements. i. Recommends survey requirements to internal staff or command elements and higher HQs NBC element. j. Coordinates for replacement of chemical personnel and mass casualty handling procedures with the S1 Section. k. Coordinates clearing of obstacles with the higher HQs engineer section and the RCPOC. l. Directs appropriate MOPP level. m. Coordinates acquisition, storage, and issue of NBC equipment and supplies with the S4 Section. n. Develops NBC defense contingency plan. o. Provides current status of augmented chemical unit employment, protective measures, and MOPP and OEG implementation to the higher HQs staff. <p>5. S2/3 Section directs preparation for a friendly NBC strike.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>a. Disseminates STRIKEWARN message to all subordinate elements using BFACS, radio, or wire.</p> <p>b. Provides current situation briefing to the unit commander.</p> <p>c. Implement NBC defense protective measures.</p> <p>6. S2/3 Section directs radiological and chemical surveys.</p> <p>a. Selects survey techniques IAW FM 3-4.</p> <p>b. Tasks units to provide team(s).</p> <p>c. Formulates turnback dose and dose rates.</p> <p>d. Prepares overlays and/or strip maps to destination point(s).</p> <p>e. Briefs survey team(s) on current situation and information requirements.</p> <p>f. Recommends COA to S2/3 after analyzing survey team(s) data.</p> <p>g. Lists decontamination requirements.</p> <p>7. S2/3 Section directs radiological and chemical decontamination.</p> <p>a. Identifies degree and extent of hazard(s).</p> <p>b. Establishes an acceptable level of decontamination IAW commander's guidance.</p> <p>c. Directs MOPP gear exchange.</p> <p>d. Identifies areas and facilities for sustainment decontamination.</p> <p>e. Supervises marking of contaminated runoff areas.</p> <p>f. Updates HQ and subordinate units' radiation status.</p> <p>g. Requests replenishment of NBC decontamination equipment and supplies from S4 or G4 Section, as appropriate.</p> <p>8. S2/3 Section coordinates operational decontamination.</p> <p>a. Directs PMCS before-operations checks on vehicles and equipment.</p> <p>b. Identifies contaminated locations and routes to be taken.</p> <p>c. Coordinates set up assistance with subordinate units and site supervisor.</p> <p>d. Forwards SITREP to appropriate higher-level or supported unit HQ G3 and RCPOC using BFACS, radio, or wire.</p> <p>9. S2/3 Section coordinates for thorough decontamination.</p> <p>a. Coordinates additional support with higher-level or supported unit HQ G3 and RCPOC using BFACS, radio, or wire.</p> <p>b. Coordinates with S4 or G4, as appropriate, and Support Operations personnel for decontamination priorities of logistics and other CSS facilities.</p> <p>c. Directs NBC augmentations to designated area.</p> <p>d. Monitors decontamination operations to ensure priority guidance is being followed.</p> <p>e. Provides decontamination status updates to the commander and RCPOC.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S6 Section
S2/3 Office

TASK: Operate Rear Tactical Operations Center (63-6-4047)
(FM 3-0) (FM 100-10) (FM 101-5)
(FM 3-4)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Tactical operations are on-going, and threat elements have been spotted in the support area. Initial reports indicate the threat potential is Level II or III. During Level II and III threats, the tactical portion of the LOC assumes the duties of a rear tactical operations center (RTOC). The threat has capabilities to employ units into the rear areas to disrupt support to forward areas. Threat information is provided by the G3 or the RAOC. The operation of the RTOC is required to coordinate defensive measures in the assigned area. The rear operations order and TSOP are available. The RTOC is manned by supported unit rear command post personnel. SCPE is on hand or field-expedient and natural shelters are available. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Defensive reactions and survival techniques are coordinated and orchestrated by the BCOC and RTOC IAW rear operations plan and the TSOP. At MOPP4, performance degradation factors minimally decrease RTOC operational efficiency.

NOTE: If the command does not have an S6, these subtasks will be performed by S2/3 Section.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S6 Section personnel establish rear area operations communications network. <ol style="list-style-type: none"> a. Maintain wire communications with all BDOCs in the AO. b. Establish digital communications with the RTOC. c. Establish radio communications with the supported command G3 and RTOC. d. Develop alternate communications plan which is implemented when established methods are disrupted or fail. 2. S2/3 Section coordinates RTOC and base cluster defensive activities. <ol style="list-style-type: none"> a. Consolidates base defensive plans into the overall defensive plan. b. Consolidates base ADC plans into the overall ADC plan. c. Prepares priority listing that identifies the support facilities which have the greatest impact on the current operation. d. Conducts base assessment of each base and its defense measures to ensure compliance with the rear operations plan. e. Forwards sector's tactical situation and status to the supported command G3 and RTOC using appropriate BFACS. f. Corrects all identified base defense weaknesses in coordination with base commanders. g. Maintains current IPB as products are disseminated by headquarters and the RTOC. h. Designates internal response force based on number of personnel, type weapons, and current mission of each base in the AO. i. Establishes coordination with MP units and other available response forces to plan response to Level II or III threat. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> j. Coordinates with host-nation and allied elements for unit or personnel augmentees in support of rear operations, as required. k. Coordinates NBC defense operations with the supported command G3 and RTOC. l. Provides input to the commander and XO on positioning newly arriving units in the AO. <p>3. S2/3 Section coordinates pre-engagement preparation measures.</p> <ul style="list-style-type: none"> a. Plots location(s) of threat force on the situation map(s) as SPOTREPs are received. b. Disseminates current threat size and location to all subordinate units using appropriate BFACS. c. Forwards all SPOTREPs to the G3 and RTOC using appropriate BFACS. d. Implements defense condition level consistent with threat size and equipment. e. Directs redeployment of all isolated support teams and supply points to closest BCOC or BDOC in coordination with the RTOC. f. Directs preliminary loading of all nonessential equipment and supplies, and positioning of vehicles for immediate exit by all subordinate units. g. Briefs commander and XO on current tactical situation to include redeployment recommendations 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S2/3 Office

TASK: Direct Response to Threat Actions (63-6-4049)
 (FM 101-5) (FM 3-0) (FM 3-4)
 (FM 3-5)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Threat elements have been sighted in the command's area of responsibility. Reports indicate the threat potential at Level II or III. The RTOC is operational. Bases in the cluster have reported Level I attacks. The rear operations annex and TSOP are available. Subordinate unit or elements are providing current SITREPs. Threat information is provided by the G2 and RACO. The headquarters has digital and/or analog communication with higher and lower HQ. This task is performed under all day or night environmental conditions in field or urban settings. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The threat is repelled and/or delayed until relieved by MP elements or a TCF. The pre-established degradation of logistics support is maintained. At MOPP4, performance degradation factors minimally decrease rear operations activities.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S2/3 Office/Section makes appropriate response determination. <ol style="list-style-type: none"> a. Verifies threat level(s) reports. b. Identifies capability of base(s) being threatened. c. Identifies base(s) priority as established by the defense plan. 2. S2/3 Office/Section reports threat location and size. <ol style="list-style-type: none"> a. Maintains map surveillance of threat force as information is received in subordinate units' SPOTREPs. b. Forwards SPOTREP to the G3 and RAOC using appropriate BFACS, radio, or wire. c. Disseminates current threat information to all subordinate elements using appropriate BFACS, radio or wire. d. Maintain situational awareness at all times using appropriate BFACS, radio, or wire. 3. S2/3 Office/Section coordinates base cluster response. <ol style="list-style-type: none"> a. Establishes security level consistent with threat size and equipment. b. Forwards SITREP to the G3 and RACO as situation changes using appropriate BFACS, radio, or wire. c. Reports current situation to subordinate units as soon as situation changes using appropriate BFACS, radio, or wire. d. Recalls isolated support elements to predetermined defensive positions within the base cluster. e. Assembles internal response forces at predesignated rally points as prescribed by defense plan. f. Coordinates internal response force commitment with the unit's higher HQ G3 section and RACO using appropriate BFACS, radio, or wire. g. Directs internal response force maneuvers to delay and deny the threat penetration into established lines. h. Coordinates MP, CAS, and preplanned indirect fire support with the unit's higher HQ G3 section and RACO using appropriate BFACS, radio, or wire. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> i. Identifies projected degradation levels within the unit in coordination with G4 channels and all major customer units. j. Forwards identified degradation levels to G4 channels using appropriate BFACS, radio, or wire. k. Maintains current situation maps showing current locations of all friendly and threat forces. l. Coordinates additional security requirements for movement of logistics and CHS through affected areas with the unit's higher HQ G3 section and RACO using appropriate BFACS, radio or wire. m. Coordinates threat NBC activities with the unit's higher HQ G3 section and RAOC using appropriate BFACS, radio, or wire. n. Makes recommendations to the higher HQ commander on partial or total suspension of all logistics functions until threat is driven from the AO or units are relieved by the MPs or TCF. o. Directs repositioning of units in base cluster(s) for better defensive position that is consistent with the tactical situation. p. Downgrades security level as the threat is driven from area or defeated. <p>4. S2/3 Office/Section supervises reorganization of base cluster defense.</p> <ul style="list-style-type: none"> a. Performs damage assessment of area of responsibility by reviewing SITREPs from cluster subelements. b. Directs cluster defense plan adjustments, as required. c. Coordinates base cluster resupply plan with the unit's higher HQ S4, Support Operations Office, and RAOC. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: Support Operations Office

TASK: Provide Assistance for Supported Command's Logistics Planning (63-6-4012)
 (FM 100-10) (FM 101-5) (FM 101-5-1)
 (FM 3-4) (FM 63-3) (FM 8-55)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The Support Operations officer has responsibility for consolidating CSS and CHS information to be input into the supported command's OPLAN/OPORD. This information, when finalized, will be used to prepare the service support annex. The headquarters has digital and/or analog communications with higher and lower HQ. The Support Operations officer has digitized or paper copies of status reports, maps, overlays/overlay data, and Logistics Preparation of the Theater (LPT). Unit, higher, and lower TSOPs are available. The Support Operations officer has the supported commander's initial guidance and restated mission for use in preparation of the input document/briefing. SCPE is on hand, or field expedient natural shelters are available. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The Support Operations officer's input conforms to the supported commander's concept of operations and is sufficient for preparation of the OPLAN/OPORD and the support annex. At MOPP4, performance degradation factors increase input times.

NOTE: Subtasks and performance measures related to Combat Health Services apply to the DISCOM only.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Support Operations personnel collect/consolidate data for input to the supported command's CSS and combat health service support plans. <ul style="list-style-type: none"> a. Identify the types and amounts of CSS and CHS assets needed to support the supported command's OPLAN/OPORD. b. Identify the supported command's priorities for the provision of supplies and services, maintenance, transportation, and CHS assets. c. List the types and amounts of CSS and CHS assets required/available to support the commander's concept of operations. d. Prepare data reports on mission capable status of missile systems, weapons systems, and other key vehicles and items of equipment. e. Prepare information documents detailing contact team availability for current on-site repairs, in coordination with the supported command's maintenance staff element. f. List known CSS and CHS shortfalls and recommended solutions. g. Request information from higher level G3 staff planners to identify the probable CSS "slice" elements to be located in the supported command's area of operations. h. List the probable CSS "slice" elements to be located in the supported command's area of operations. i. Develop CSS and combat health service support distribution plan to support supported command's tactical operations. j. Provide the supported command's CSS planners with a consolidation of CSS and CHS listings, reports, schedules, etc., in the format prescribed by FM 101-5 and the unit's TSOP. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>2. Support Operations commodity managers provide assistance for supply support planning.</p> <ul style="list-style-type: none"> a. Coordinate supply support using appropriate CSS STAMIS, BFACS, wire, or radio. b. Coordinate supply priorities with the supported command's CSS planners using BFACS, radio, or wire. c. Coordinate supply sustainment controls with the supported command's CSS planners, using appropriate BFACS, wire, or radio. d. Provide instructions for request, storage, and distribution of supplies. e. Identify supported command's policies and procedures for participation in weapon system replacement. f. Develop night and reduced visibility resupply plans. g. Coordinate locations of all forward supply points with the supported command's CSS planners, and the CSS operator using BFACS, radio, or wire. h. Identify foreign nation or local procurement channels for additional supply requirements. i. Provide supply support input to the supported command's distribution managers for inclusion into the distribution plan. <p>3. Support Operations personnel provide planning assistance for maintenance support.</p> <ul style="list-style-type: none"> a. Coordinate maintenance priorities with the supported command's CSS planners, using appropriate communications and information systems. b. Provide instructions for request, disposition, and repair of equipment. c. Coordinate cannibalization and controlled exchange policies with the supported command's CSS planners, using appropriate communications and information systems. d. Provide instructions for emergency destruction of equipment and supplies. e. Identify command maintenance participation in weapon system replacements in coordination with property Book and Class VII elements. f. Develop a back-haul plan for the evacuation of equipment and supplies from forward locations. g. Maintain locations of all maintenance collection points. h. Provide maintenance support input to the supported command for inclusion into the distribution plan. <p>4. Support Operations personnel provide planning assistance for transportation and movement control support.</p> <ul style="list-style-type: none"> a. Coordinate motor transportation priorities with the supported command and the higher headquarters movement control elements, using appropriate communications and information systems. b. Provide instructions for transportation requests. c. Coordinate aerial resupply plan with the supported command's CSS planners, and higher headquarters' Support Operations Section, using appropriate communications and information systems. d. Identify transportation assets required for mass casualty contingencies. e. Coordinate additional transportation requirements with the movement control and distribution elements, using appropriate BFACS, DAMMS-R, radio, or wire. f. Develop plans to establish in transit visibility of transportation assets. g. Provide transportation support input to the supported command's for inclusion into the distribution plan. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>5. Support Operations personnel provide planning assistance for Field Services support.</p> <ul style="list-style-type: none"> a. Coordinate procedures for requesting field services support with supported command's CSS planners, higher headquarters' Support Operations Section or with field service support units operating in the area, using appropriate BFACS, radio, or wire. b. Coordinate clothing exchange and shower support with supported command's CSS planners and higher headquarters Support Operations Section, using appropriate BFACS, radio, or wire. c. Coordinate bakery support with supported command's CSS planners and higher headquarters Support Operations Section, using appropriate BFACS. d. Coordinates locations of MA collection points with the supported command's CSS planners and higher headquarters' Support Operations Section, using appropriate BFACS, radio, or wire. e. Provides instructions for the evacuation of remains to collection points. f. Provides Field Services support input to the supported command's CSS planners for inclusion into the distribution plan. <p>6. Supported command's Medical Operations Branch develops the CHS plan (DISCOM ONLY).</p> <ul style="list-style-type: none"> a. Identifies requirements, resources, policies, and procedures to be incorporated in the CHS plan by reviewing CHS estimate. b. Identifies specified and implied tasks by following the supported command OPLAN and service support plan. c. Formats the CHS plan IAW FM 8-55. d. Forwards completed plan to supported command Surgeon for approval or modification, using appropriate BFACS. e. Briefs plan to the Support Operations Officer and supporting unit commander for approval or modification. f. Provides CHS plan to the S2/3 Section for distribution as either the CHS plan or as CHS annex to the DISCOM OPORD, using appropriate BFACS. <p>7. Support Operations Section plans support of offensive operations.</p> <ul style="list-style-type: none"> a. Develops increased consumption plans for all support due to increased maneuver activity. b. Plans forward positioning of ammunition, POL, and maintenance elements as lines of support increase. c. Plans use of preplanned or preconfigured push packages, if communications break down. d. Plans increased use of aircraft or airdrop for resupply. e. Plans for uploading as much supplies as possible. <p>8. Support Operations Section plans support of defensive operations.</p> <ul style="list-style-type: none"> a. Develops plan for stockpiling limited amounts of ammunition and POL in centrally located battle positions in coordination with the supporting command's CSS planners, using appropriate BFACS. b. Plans positioning of support elements in depth throughout defensive area. c. Plans resupply using infiltration during periods of limited visibility to reduce chances of threat interference. d. Develops plans for increased demands for Class IV items and transportation assets to haul supplies. e. Develops plan for increased patient loads in health facilities and greater patient transportation requirements. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>9. Support Operations Section supports retrograde operations.</p> <ul style="list-style-type: none"> a. Plans positioning of CSS elements in depth and echelon rearward in coordination with the supported command's CSS planners and higher headquarters' Support Operations Section. b. Develops plans to limit forward movement of supplies in coordination with the supported command's CSS planners and higher headquarters' Support Operations Section. c. Plans evacuation of supplies and equipment to planned fallback points in coordination with the supported command's CSS planners and higher headquarters' Support Operations Section. d. Develops plans for increased expenditure of ammunition and fuel consumption. e. Develops supplies and equipment to destruction plans (except medical) in coordination with the higher headquarters CSS planners. f. Plans relocation of medical units and alternate means of evacuation in coordination with the supported command Medical Operations Branch. g. Performs unit and CSS coordination using appropriate communications and information systems. <p>10. Support Operations Section provides input into the supported command service support plan.</p> <ul style="list-style-type: none"> a. Provides supply status information (Materiel and Services). b. Provide transportation status information (Materiel and Services). c. Provides services information, e.g., field services, and mortuary affairs. (Materiel and Services). d. Provides command's CHS plan for publication as a separate annex or paragraph 5 of the service support plan. e. Consolidates CSS and CHS input to format a draft service support plan. f. Forwards draft log plan to the commander for approval or modification. g. Provides command's CSS and CHS approved plan to the supported command's logistics planners. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: Support Operations Office

TASK: Operate the Logistics Support Area of the Logistics Operations Center (63-6-4020)
 (FM 100-10) (FM 101-5) (FM 3-4)
 (FM 63-3) (FM 8-10)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Supported units' operations are ongoing and CSS/CHS requirements are being generated. The LOC has been set up and divided into two areas (the logistics and the tactical operations support areas). Staff officers and NCOs, assigned to the LOC, are at their duty stations. The headquarters has digital and/or analog communication with higher and lower HQ. Status reports, maps, overlays and other required documents have been forwarded to the staff elements. Unit TSOPs, including higher and lower, are available. Tactical and logistics information are continuously received by digital, radio, telephone, and messenger. SCPE is on hand or field expedient natural shelters are available. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Continuous logistics support is provided to sustain operations on a 24-hour basis. At MOPP4, performance degradation factors increase supervisory, managerial, administrative, and coordination completion times.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. Support Operations Officer/leaders supervise external logistics support activities. <ul style="list-style-type: none"> a. Develops two shift schedules that maintain 24-hour operations. b. Conducts detailed shift change briefings. c. Coordinates logistics policies and mission changes among subordinate units with staff and supported units, using appropriate BFACS, radio, or wire. d. Monitors subordinate units' operational stockage levels by reviewing CSSCS reports to ensure assets do not exceed requirements. e. Directs, redirects, cross-levels or masses logistics assets as driven by changing requirements and priorities in support of operations using BFACS, wire, or radio. f. Directs redistribution of logistics workloads as driven by changing requirements and priorities in support of operations using BFACS, radio, or wire. g. Directs revision of customer lists as driven by changing requirements, workloads, and priorities using BFACS, radio, or wire. h. Supervises coordination of weapons system replacement missions as directed by the G4. i. Monitors in transit visibility of sustainment resources in and outbound using BFACS and movement tracking systems, to ensure efficient response to supported command's directions. j. Supervises maintenance of the logistics analog/digital situation map(s). k. Supervises preparation and submission of subordinate units' terrain requirement data to the RCPOC using BFACS, radio, or wire. l. Monitors operations of the logistics area of the LOC to ensure compliance with service support annex and commander's guidance. m. Supervises logistics contingency planning. n. Assigns liaison personnel to supported units, as required. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>o. Provides operational briefings to the commander, as required, that provide actual status of logistics support to the supported units.</p> <p>p. Maintains situational awareness, at all times, using appropriate BFACS.</p> <p>q. Identify critical logistics items or services for inclusion into the Commander's Tracked Items List.</p> <p>r. Coordinates additional logistics support from EAD as required.</p> <p>2. Support Operation personnel coordinates logistics support within area of responsibility.</p> <p>a. Maintain current analog/digital situation map(s) with all unit and facility locations posted within 50 meters.</p> <p>b. Maintain current customer list that reflects changing requirements, workloads, and priorities of tactical operations.</p> <p>c. Maintain current logistics support overlay that shows locations of logistics facilities and their hours of operations.</p> <p>d. Monitor CSSCS reports from subordinate units to determine if requirements exceed capabilities.</p> <p>e. Coordinate redistribution of stock and/or assets to accommodate changing requirements and priorities.</p> <p>f. Coordinate stock status projections with Support Operations Section commodity managers.</p> <p>g. Disseminate logistics mission changes to subordinate units, using appropriate BFACS.</p> <p>h. Maintain a current mission essential item chart, which reflects short supply items, command controlled items, and current equipment combat losses.</p> <p>i. Coordinate reorganization requirements with G3 Section and supported units.</p> <p>j. Maintain total asset and in transit visibility of the distribution pipeline at all times using appropriate BFACS, logistics and CHS STAMIS, radio, or wire.</p> <p>k. Monitor status of all items on the Commander's Tracked Items List.</p> <p>3. Support Operations Officer supervises weapons system replacement missions assigned by supported command.</p> <p>a. Coordinates weapon system replacement linkup at the designated subordinate unit(s).</p> <p>b. Coordinates crew replacement with the replacement-regulating element based on replacement requirements identified in SIDPERS reports, using appropriate BFACS, radio or wire.</p> <p>4. Support Operations Officer prepares FRAGO to service support order.</p> <p>a. Prepares the operational changes as specified based on supplemental information.</p> <p>b. Completes the message IAW TSOP and within the time specified by commander or S2/3's guidance.</p> <p>c. Forwards draft FRAGO to S2/3 element for review.</p> <p>d. Forwards FRAGO to S2/3 Officer for final approval.</p> <p>e. Coordinates with S2/3 for distribution of FRAGO to all affected elements, using appropriate means such as BFACS or messenger.</p> <p>5. Support Operations personnel maintain branch and section workbooks.</p> <p>NOTE: Branch and section workbooks may vary in format based on TSOPs and the availability of automation tools.</p> <p>a. Annotate information from incoming messages and reports under appropriate heading and cross-reference.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>b. Annotate in "Remarks" informal evaluation of the information, as required. c. Delete all obsolete information from workbook. d. Format workbook IAW TSOP.</p> <p>6. Support Operations personnel maintain branch and section daily staff journal and journal files. NOTE: Branch and section daily staff journal and journal files may vary in format based on TSOPs and the availability of automation tools. a. Post all entries as prescribed by TSOP. b. Post data immediately upon receipt or dispatch or occurrences of events. c. Describe accurately and concisely information or event(s) that have occurred. d. Specific actions taken upon receipt or dispatch of information. e. Maintain current file that contains material necessary to support entries in the daily staff journal.</p> <p>7. Support Operations Officer coordinates internal logistics system support with S1 and S4. a. Maintains current status of subordinate units' personnel strengths that directly affect the support mission. b. Maintains current status of subordinate elements' supplies and equipment operational readiness that directly affect the support mission.</p> <p>8. Support Operations Officer monitors tactical situation. a. Monitors tactical situations for indications that may affect logistics mission accomplishment. b. Identifies base locations for repositioning based on tactical situation in coordination with S2/3 Section and RCPOC. c. Monitors NBC implications on current operations. d. Maintains situational awareness at all times using appropriate BFACS, radio, or wire.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: Support Operations Office

TASK: Supervise Support Operations Subelement Functions (63-6-4021)
 (FM 101-5) (FM 100-10) (FM 3-19.30)
 (FM 3-4) (FM 63-3)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The main body has arrived at a new operational site and staff personnel have linked up with their respective advance elements. The Support Operations Officer (subordinate to, or in coordination with the S2/3) is supervising external logistics support activities. External logistics support operations have continued without interruption during the movement to the new site. Efforts to set up and improve staff and mission-related work areas and activities are based on provisions found in the command's TSOP and may be adjusted based on METT-TC or command guidance. Basic communications nets have been established with higher HQ, supporting units/elements, and supported units/elements. Documents such as logistics status reports, maps, overlays, and FRAGOs are being forwarded to the responsible staff element by radio, wire, automation devices, and/or messenger. Logistics Preparation of the Theater (LPT) is available for review. Higher and lower-level TSOPs are available. This task may be performed in a field or urban environment. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The Support Operations Officer supervises the fully-operational set up and operation of required logistics support operations work areas within the time limits set by the unit TSOP or command guidance. At MOPP4, performance degradation factors increase supervisory, managerial, administrative, and coordination completion times.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Support Operations Officer activates/improves external logistics plans/activities. <ol style="list-style-type: none"> a. Establishes internal operating procedures IAW the TSOP. b. Implements the area layout plan. c. Implements the communication plan. d. Implements the security plan. e. Coordinates with S6 or other designated communications staff element(s) for CSSCS network management support. f. Coordinates with the S6 or other designated communications staff element(s) for additional communications support, as needed. g. Supervises positioning/repositioning of support operations personnel subelements into the LOC. h. Reports operational status, using appropriate BFACS, radio, wire, or messenger. <ol style="list-style-type: none"> (1) Reports operational status to the commander. (2) Reports operational status to the S2/3. (3) Reports operational status to the supported unit G4 element(s). i. Maintains situational awareness at all times using appropriate BFACS. j. Establishes communications with supported and supporting CSS and CHS organizations. 2. Support Operations Officer supervises (or coordinates for) the establishment/improvement of support operations functions. <ol style="list-style-type: none"> a. Supervises (or coordinates for) the establishment/improvement of distribution management functions. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> b. Supervises the establishment/improvement of medical operations activities. c. Supervises the establishment/improvement of support plans activities. d. Supervises the establishment/improvement of procurement activities. e. Supervises the establishment/improvement of CSS automation management activities. (Or, coordinates with the S2/3 when the automation management activities are considered an "internal" staff responsibility.) f. Establishes (or coordinates for) general supplies activities and management, including: <ul style="list-style-type: none"> (1) Class I Management Branch and Office. (2) Class II and IV. (3) Class III and water. (4) Class V. (5) Class IX. (6) Medical materiel. (7) Property Book-Class VII. g. Establishes Movement Control Office. h. Establishes or coordinates with the Maintenance Office in the management of: <ul style="list-style-type: none"> (1) Armament-Combat Vehicle maintenance. (2) Automotive and, Ground Support Equipment maintenance. (3) Communications-Electronics. (4) Aviation maintenance. (5) Missile maintenance. <p>3. Support Operations Officer establishes physical security.</p> <ul style="list-style-type: none"> a. Implements security measures IAW the TSOP and the command's defense plan. b. Coordinates support operations personnel security plan requirements with the S2/3 Section and the HQ company commander. c. Implements ADP area access control measures IAW the security plan and the TSOP. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: CSS AMO
 Communications-Electronics Branch

TASK: Prepare Continuity of Operations Plan (COOP) (63-6-4022)
 (DA PAM 710-2-2) (AR 710-2) (FM 3-3)
 (FM 3-4) (FM 63-2)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command's automation management officer has been directed to prepare/update the Continuity of Operations Plan (COOP); command guidance is that the COOP address steps to take if systems are degraded or shut down during combat operations. The OPLAN and TSOP address basic COOP considerations and current status of the logistics support communications and information systems is available. Unit automation management personnel are providing both internal and external customer support in the operation and sustainment of the Army's Combat Service Support (CSS) Standard Army Management Information Systems (STAMIS) and the Combat Service Support Control System (CSSCS). Automation support includes installation and validation of application software, limited hardware repair, new equipment fielding of STAMIS and CSSCS devices, loading and testing STAMIS interim change packages, restoration/reconfiguring of corrupt files and customer assistance visits. Communications nets have been established with higher HQ, supporting units/elements, and supported units/elements. Documents such as logistics status reports, maps, overlays, and FRAGOs are being forwarded to the responsible staff elements by radio, wire, automation devices, and/or messenger. Logistics Preparation of the Theater (LPT) is available for review. Higher and lower-level TSOPs are available. This task may be performed in a field or urban environment. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. This task should not be trained in MOPP4.

TASK STANDARDS: COOP provides the command with policies and procedures to maintain continuity of operations in the event of automated systems degradation or failure IAW TSOP and OPLAN. At MOPP4, performance degradation factors increase COOP completion time.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Automation systems support personnel provide procedures for backup data storage. <ul style="list-style-type: none"> a. Coordinate with the higher headquarters' automation office/systems to determine specific elements providing backup ADP equipment support for operations under the COOP. b. Provide instructions for storing magnetic backup media at a location other than the current operational site. 2. Automation systems support personnel provide short-term outage measures. <ul style="list-style-type: none"> a. Provide instructions for processing high-priority requests. b. Provide instructions for processing low-priority requests. c. Provide instructions for updating records when system is operational again. 3. Automation systems support personnel provide long-term outage measures. <ul style="list-style-type: none"> a. Provide instructions for processing requests. b. Provide instructions for processing high-priority requests on a post-post basis. c. Provide instructions for setting up manual stock records IAW DA Pam 710-2-2. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>4. Automation system support personnel coordinates user-level assistance, using appropriate communications and information systems.</p> <ul style="list-style-type: none"> a. Coordinate troubleshooting subordinate unit equipment with supporting automation support element to determine problem areas and solutions. b. Coordinate request for software replacement with higher headquarters' automation support office. c. Coordinate limited maintenance hardware support with higher headquarters' automation support office. d. Coordinate user-level sustainment training with higher headquarters' automation support office. e. Integrate data bases for new units. f. Coordinate assistance for staffs and units for property book, transportation supply, and maintenance management STAMIS. <p>5. Automation systems support personnel provide for continuity of ADP operations.</p> <ul style="list-style-type: none"> a. Identify ADP back-up unit for subordinate units in coordination with higher headquarters' automation support office. b. Coordinate instructions for operators in back-up procedures. c. Provide COOP to all subordinate units. d. Provide COOP assistance to all subordinate and attached units. e. Monitor execution of subordinate units' COOPs for compliance with command's COOP. f. Provide current status of automated systems to commander. <p>6. Automation systems support personnel formats COOP.</p> <ul style="list-style-type: none"> a. Consolidate COOP information into the proper format. b. Forward COOP to the Support Operations Officer for approval or modification. c. Forward approved COOP to all subordinate units, using appropriate BFACS. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S4 Section

TASK: Coordinate Internal Logistics (63-6-4023)
 (FM 4-30.3) (AR 220-1) (AR 710-2)
 (DA PAM 710-2-2) (FM 3-4) (FM 63-2)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: CSS operations are ongoing and both external (mission) logistics and internal logistics requirements are being generated. S4 personnel may operate from field-expedient or natural shelters, under reduced manpower conditions in a field or urban environment. The headquarters has digital and/or analog communication with higher and lower HQ. The CP and LOC have been established. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Internal supply, maintenance, field services, and transportation operations are coordinated IAW the TSOP and OPOD. At MOPP4, performance degradation factors increase operational completion times.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S4 Section coordinates internal maintenance operations. <ol style="list-style-type: none"> a. Consolidates subordinate units' maintenance reports to analyze overall equipment readiness. b. Provides equipment status reports to commander and other staff sections for mission planning purposes. c. Monitors maintenance management system automated data output to assist in forecasting requirements and analyzing performance indicators. d. Coordinates current or anticipated maintenance problems with other staff sections and subordinate units, using appropriate BFACS. e. Monitors subordinate units' PLL to ensure levels are consistent with requirements established in the TSOP. f. Coordinates recovery and evacuation assets with subordinate units to ensure the timely recovery and evacuation of all elements' equipment, using appropriate BFACS. g. Monitors controlled substitution program within to ensure compliance with guidance and priorities established by the commander. h. Coordinates priority of maintenance efforts and repair time guidelines with the S2/3, Maintenance Office and subordinate units, using appropriate BFACS. i. Provides current material readiness briefing to commander and XO, as required. 2. S4 Section coordinates subordinate unit supply activities. <ol style="list-style-type: none"> a. Monitors subordinate units' supply operations to ensure compliance with TSOP and applicable regulations. b. Processes requests for replenishing basic loads to verify requirements and accuracy. c. Maintains data on available usage and required rates of Class III and V. d. Monitors Class V resupply activities of subordinate units to ensure compliance with established issue controls. e. Monitors Class III resupply activities to ensure compliance with established issue controls. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> f. Coordinates schedules and methods of distribution between subordinate and supporting units, using appropriate BFACS. g. Coordinates receipt and disposition of captured enemy equipment with S2/3 Section using BFACS. h. Maintains property book records of subordinate elements and any separate elements operating in the area of responsibility. i. Records adjustments, issues, turn-ins, property losses, and status reports using SPBS-R programs. j. Calculates consumption rates for MOPP gear and decontamination supplies. k. Maintains commander's critical items list. <p>3. S4 Section coordinates services.</p> <ul style="list-style-type: none"> a. Coordinates with Food Service Section for master menu and feeding plan. b. Forwards field feeding plan to all organic and attached elements, using appropriate BFACS. c. Inspects subordinate units' field fielding operations and ration storage areas to ensure compliance with feeding plan and sanitation regulations. d. Coordinates field service requirements for all subordinate units with G4 or supporting field services element, using appropriate BFACS. e. Coordinates water requirements for all subordinate units with G4 or supporting water element, using appropriate BFACS. f. Designates salvage collection points. g. Controls evacuation of salvage IAW TSOP, OPORD, and commander's directives. h. Submits requests for mortuary items to G4 or supporting mortuary affairs element, using appropriate BFACS. i. Provides food service and field services status briefing to the S4 and commander, as required. <p>4. S4 Section coordinates transportation requirements.</p> <ul style="list-style-type: none"> a. Consolidates transportation requirements for all subordinate units. b. Coordinates administrative transportation requirements with movement elements using appropriate BFACS. c. Requests road clearances for movement of supplies, equipment, or personnel from supporting movement element. d. Coordinates transportation for EPW evacuation with the supporting MP element in coordination with S2/3 Section, using appropriate BFACS. e. Coordinates transportation assets for evacuation and hospitalization of casualties resulting from NBC warfare with supporting medical and movement elements. f. Updates load plans for the HQ in coordination with the HQ company commander. g. Inspects subordinate elements' load plans to ensure compliance with TSOP and commander's directives. h. Provides internal transportation status report to commander and XO, as required. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: Class III & Water Supply Branch

TASK: Coordinate Bulk Class III Support (63-6-4024)

(FM 100-10)
(FM 10-67-2)

(FM 10-67)
(FM 3-4)

(FM 10-67-1)
(FM 63-3)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Class III requirements are being generated by supported maneuver units engaged in combat operations. Reorder points have been reached and stockage levels must be maintained. The status of all requisitions or requests is not known. The unit's OPLAN/ OPORD and higher headquarters service support annex are available. Class III sustainment controls and priorities have been established by the supported command. Corps and divisional "slice" elements are operational throughout the AO. Support Operations personnel monitor operations by automated means, telephone, radio, and messenger. The headquarters has digital and/or analog communication with higher and lower HQ. Status reports, maps, and situation overlays are available. Logistics Preparation of the Theater (LPT) is available for review. Unit TSOPs, including higher and lower, are available. This task may be performed under all environmental conditions, both day and night. SCPE is on hand or field-expedient natural shelters are available, whichever applies. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Class III support is continuous from the outset of the operation at levels that sustain the operational momentum IAW the higher headquarters and supported command support order. At MOPP4, predesignated degradation supply levels are maintained.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Class III & Water Supply Branch monitor Class III distribution system. <ol style="list-style-type: none"> a. Identify all sustainment controls and priorities in the Service Support Order. b. Maintain current location(s) of Class III distribution points in supported command's AO and at higher echelon. c. Monitor daily consumption reports from the supported command to forecast future requirements. d. Develop bulk fuel forecast. e. Maintain records of current distribution capabilities of the supported command. f. Monitor supported command's basic load status in coordination with the G4. g. Coordinate resolution of actual and anticipated Class III shortfalls with the G4, using appropriate communications and information systems. h. Direct, redirect, cross-level or mass Class III distribution at critical points based on guidance from the supported command or higher headquarters. i. Maintain in transit visibility Class III distribution resources from point of origin to point of destination. j. Manage the petroleum quality assurance program. 2. Class III & Water Supply Branch coordinate Class III distribution activities. <ol style="list-style-type: none"> a. Coordinate Class III distribution schedules with the supported command. b. Monitor Class III requisitions and issues from distribution points to receiving organizations to ensure compliance with sustainment controls. c. Coordinate Class III throughput by command transportation assets to receiving organizations with the receiving organization, using appropriate communications and information systems. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> d. Monitor Class III distribution point(s) daily stock status reports to track current bulk III levels. e. Coordinate fuel diversions or "redirects" to meet unexpected surge requirements with the supported command and subordinate units using appropriate communications and information systems. f. Coordinate impact of threat capability to interdict distribution routes with S2/3 Section and the RCPOC, using appropriate communications and information systems. g. Provide Class III information status updates to the supported command G4 Section. <p>3. Class III & Water Supply Branch coordinate Class III support during offensive operations.</p> <ul style="list-style-type: none"> a. Identify all sustainment controls and priorities in the service support order. b. Implement increased consumption plan in coordination with the supported command's G4. c. Recommend adjustments to bulk fuel forecasts to reflect increased fuel requirements to the Support Operations Officer. d. Coordinate relocation of petroleum supply points to forward locations with the supported command as the attack develops, using appropriate communications and information systems. e. Forward revisions to customer support lists to reflect changing operational requirements and priorities to supported command's G4. f. Coordinate throughput of bulk fuel and fog oil distribution with the supported command's distribution managers using appropriate communications and information systems. g. Coordinate bulk fuel airdrop or slingload resupply with the supported command's G4, using appropriate communications and information systems. <p>4. Class III & Water Supply Branch coordinate Class III support during defensive operations.</p> <ul style="list-style-type: none"> a. Coordinate stockpiling of petroleum products in centrally located positions as directed by the supported command's G4 and higher headquarter, using communications and information systems. b. Coordinate with supported command's distribution managers for regularly scheduled POL push-packages to receiving organizations using communications and information systems. c. Relocate Class III assets by echelon to the rear in coordination with supported command's G4 and higher headquarters. d. Direct command units to upload as much Class III as possible, using appropriate communications and information systems. <p>5. Class III & Water Supply Branch coordinate Class III support during retrograde operations.</p> <ul style="list-style-type: none"> a. Coordinate limiting the flow of petroleum products forward with the supported command's G4. b. Coordinate evacuation of petroleum products to planned fallback points as directed by higher headquarters with the supported command's G4, using appropriate communications and information systems. c. Coordinate for destruction of petroleum products with the supported command's G4 and subordinate units, using appropriate communications and information systems. d. Coordinate security requirements with the command S2/3 and RCPOC. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
e. Coordinate the evacuation of supplies and equipment at night and other periods of limited visibility with the supported command's G4, RCPOC, and subordinate units, using appropriate communications and information systems. 6. Class III & Water Supply Branch coordinate Class III support in an NBC environment. a. Monitor location, type, and amount of contaminated petroleum products within the supported command, using appropriate communications and information systems. b. Direct issuance of contaminated petroleum products in coordination with higher headquarters and the supported command's G4.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: Class V Supply Branch

TASK: Coordinate Class V Support (63-6-4025)
 (FM 9-6) (FM 3-4) (FM 4-30.13)
 (FM 63-3) (FM 9-15)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Class V supply requirements are being generated by supported maneuver units conducting combat operations. The higher headquarters and supported command's service support orders are available. Class V sustainment controls and priorities have been established. The headquarters has digital and/or analog communications with higher and lower HQ. Status reports, maps, overlays and other required documents have been forwarded to the commander and/or appropriate staff element(s). Logistics Preparation of the Theater (LPT) is available for review. Unit TSOPs, including higher and lower are available. Higher-level "slice" elements are operational in the area. Communication methods include automation, telephone, messenger, and radio. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Class V support is continuous from the outset of the operation at levels that sustain the momentum of the operation IAW service support orders. Basic loads for elements in the area of responsibility are maintained at a level directed by the supported command. At MOPP4, Class V predesignated degradation supply levels are maintained.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Class V Supply Branch monitor status of Class V sustainment system. <ol style="list-style-type: none"> a. Identify all sustainment controls and priorities in the supported command service support order. b. Maintain current locations of all ATPs, corps ASP, and other stockpiles, using appropriate BFACS, radio, or wire. c. Maintain current Class V stockage level of all supported command's units. d. Coordinate resolutions of actual or anticipated Class V problems with the supported command's G4 and supporting units. e. Maintain intransit visibility of Class V from point of origin to point of destination. f. Direct, redirect, cross-level or mass Class V at critical points based on METT-TC and the commander's guidance. g. Monitor the locations of all ammunition flatracks. h. Coordinate with the MCO to ensure empty flatracks are expeditiously returned to the ammunition distribution system. 2. Class V Supply Branch coordinate Class V activities. <ol style="list-style-type: none"> a. Monitor Class V supplies pickup schedules to ensure compliance with service support order. b. Monitor Class V requisitions and issues from ATPs to maneuver battalions to ensure compliance with established sustainment controls by the supported command G3 and G4. c. Coordinate Class V deliveries from corps to supporting units, using BFACS, MTS, radio, or wire. d. Monitor ATP daily stockage reports to identify probable Class V shortages. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>e. Provide recommendations to the command's G4 concerning Class V cross-leveling and changes to support procedures as dictated by priorities and changing tactical situation.</p> <p>f. Coordinate Class V diversions or "redirect " to meet unexpected surge requirements with the command's G4.</p> <p>g. Coordinate ammunition supply quality assurance, EOD and inspection/malfunction investigations with the supported command G4.</p> <p>h. Monitor ammunition levels by reviewing ATP daily stockage reports.</p> <p>i. Monitor status of chemical munitions when they are stored within the supporting units.</p> <p>j. Coordinate EOD mission requirements in the supporting units with the supported command G3.</p> <p>k. Provide Class V status updates to the supported command staff, as required.</p> <p>3. Class V Supply Branch coordinate Class V Support during offensive operations.</p> <p>a. Identify all sustainment controls and priorities given by the service support order or the command's G4.</p> <p>b. Coordinate stockpiling of ammunition at predesignated points with the supported command G4 using BFACS, radio, or wire.</p> <p>c. Maintain location(s) and amounts of all stockpiled ammunition in the supported command area.</p> <p>d. Coordinate additional transportation requirements for movement of ammunition with the MCO using BFACS, radio or wire.</p> <p>e. Coordinate movement of the ATP as far forward as possible to decrease ammunition pick-up and delivery time with the supported command G4, ASB, DSB, and FSBs.</p> <p>f. Coordinate movement of preplanned/preconfigured push-packages with the command's G4 and supporting units using BFACS, radio, or wire.</p> <p>g. Coordinate Class V airdrop or slingload resupply with the supported command G4.</p> <p>h. Coordinate the adjustments and redistribution of ammunition stocks as the tactical situation changes with the command's G4, DSB, ASB, and FSBs using BFACS, radio, or wire.</p> <p>4. Class V Supply Branch coordinate Class V support during defensive operations.</p> <p>a. Coordinate stockpiling of limited amounts of ammunition in centrally located positions in the supported command AO with the command's G4 and supporting units, using appropriate BFACS, radio, or wire.</p> <p>b. Coordinate "push" packages of critical ammunition on a scheduled basis with the supported command G4, ASB, DSB, and FSBs, using appropriate BFACS, radio, or wire.</p> <p>c. Coordinate adjustment of basic loads to allow maneuver battalions to stock increased amounts of ammunition.</p> <p>d. Relocate ATPs by echelon to the rear.</p> <p>e. Direct ATPs to upload as much Class V supplies as possible for rapid displacement, using appropriate BFACS.</p> <p>f. Coordinate replenishment, reallocation and redistribution of ammunition stocks with the supported command G4, using appropriate BFACS, radio, or wire.</p> <p>5. Class V Supply Branch coordinate Class V support during retrograde operations.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> a. Identify status of all maneuver battalions' basic loads. b. Coordinate limiting the flow of ammunition with the command's G4 and supporting units, using appropriate BFACS, radio, or wire. c. Provide instructions for destruction of ammunition to supported command units IAW TSOP. d. Coordinate for storage of ammunition on mobile tractor trailers with the supported command G4. e. Coordinate evacuation of Class V supplies to planned fallback points as directed by the command's G4. f. Direct evacuation of Class V at night and during periods of limited visibility. g. Coordinate security requirements for movement or storing of Class V supplies with the command's RCPOC and G4, using appropriate BFACS, radio, or wire. <p>6. Class V Supply Branch coordinate Class V support in an NBC environment.</p> <ul style="list-style-type: none"> a. Maintain location, type and amount of contaminated ammunition located in the supported command area. b. Coordinate movement of contaminated stocks with the Class V Branch and Movement Control Office, using appropriate BFACS, radio or wire. c. Coordinate routes for transporting contaminated stock with the command's G3, G4, and supporting units, using appropriate BFACS, radio, or wire. d. Coordinate issue of contaminated stock with the command's G4 and supporting units, using appropriate BFACS, radio, or wire. e. Maintain situational awareness at all times using appropriate BFACS, radio, or wire. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: Division Maintenance Office

TASK: Coordinate Maintenance Support (63-6-4026)
 (FM 4-30.3) (AR 750-1) (FM 3-4)
 (FM 63-2) (FM 63-2-1)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Tactical operations are ongoing and maintenance requirements are being generated by supported units/elements. The supported command's service support order has established maintenance sustainment controls and priorities. The headquarters has digital and/or analog communication with higher and lower HQ. Status reports, maps, overlays and other required documents have been forwarded. Logistics Preparation of the Theater (LPT) is available for review. Unit TSOPs, including higher and lower are available. Higher-level command "slice" elements are operational in the area of responsibility. Maintenance operational methods are influenced by METT-TC. Coordination of maintenance activities are accomplished using telephone, wire, radio, messenger, and/or automated means. Although SCPE is on hand, support operation personnel may operate in field-expedient natural shelters. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Maintenance support is continuous from the outset of operations at levels that sustain operational momentum IAW TSOP, OPOrd, and supported command's service support plan. At MOPP4, predesignated degradation maintenance and supply levels are maintained.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Division Maintenance Office/Support Operations Section monitors the command's maintenance sustainment system. <ol style="list-style-type: none"> a. Identify all sustainment controls and priorities in OPOrd paragraphs and support annexes. b. Maintain a list of current location(s) of all maintenance elements located in the area of responsibility. c. Monitor current status of the supported command's PLLs. d. Maintain a current status evaluation of the supported command's maintenance program and capabilities, to include equipment and PSNL. e. Provide current evaluations of the maintenance sustainment system to supported command's staff, as required. f. Monitor operational readiness of supported command's subordinate units. g. Identify items to be included in the Commander's Tracked Items List (CTIL). h. Coordinate Class IX activities in support of maintenance with the appropriate staff supply managers. i. Coordinate with higher headquarters for additional maintenance assets when requirements exceed capabilities. 2. Division Maintenance Office/Support Operations Section coordinates maintenance support activities. <ol style="list-style-type: none"> a. Monitor BDAR efforts of maintenance elements to ensure focus is on critical equipment and weapons systems. b. Coordinate with the supported command's CSS operators to ensure recovery of deadlined equipment to MCPs, using the appropriate communications and information systems. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> c. Coordinate repair time guidelines with the supported command's G4, using appropriate communications and information systems. d. Monitor cannibalization activities at MCPs to ensure compliance with higher headquarters disposition instructions. e. Provide controlled exchange instructions to ensure compliance with higher headquarters directives. f. Coordinate lateral shifting of evacuation requirements with supported command's G4 to relieve backlogs in the maneuver elements. g. Verify that damaged or destroyed equipment is on evacuation listings. h. Verify that all required maintenance efforts in the area of responsibility are accomplished before evacuation. i. Coordinate with the supported command's G4 element to ensure evacuation of equipment, using the appropriate communications and information systems. j. Monitor repair parts supply system for compliance with issue controls and priorities as directed by higher headquarters and supported command's G4. k. Monitor automated maintenance management system output data to assist in forecasting requirements, scheduling workloads, reducing backlogs, and analyzing performance indicators. l. Provide maintenance system report updates to supported command's G4. <p>3. Division Maintenance Office/ Support Operations Section coordinates maintenance support during offensive operations.</p> <ul style="list-style-type: none"> a. Provide instructions that direct emphasis on repair of critical items as far forward as possible and at the lowest level. b. Provide instructions requiring report of unserviceable repairable items only. c. Provide alert of increased passback and increased backup support requirements to the division G4. d. Direct recovery operations using all available recovery and evacuation assets (in coordination with the higher headquarters material management center or support operations section, as applicable). e. Coordinate the uploading of combat-essential ASL and PLL stocks by supported command elements for quick redeployment forward. f. Maintain situational awareness at all times using appropriate communications and information systems. <p>4. Division Maintenance Office/Support Operations Section coordinates maintenance support during defensive operations.</p> <ul style="list-style-type: none"> a. Coordinate maintenance repair parts portion of push-packages with the supported command's CSS operators. b. Direct consolidated operations of MSTs consistent with the tactical situation. c. Provide instructions for the forward deployment of MSTs consistent with the tactical situation. d. Direct maintenance efforts to ensure the expeditious return of critical repairable weapons systems to the ongoing operation. e. Monitor the echelonment to the rear of maintenance elements not organic to the MSTs. f. Coordinate security requirements for maintenance operations with S2/3 elements and RCPOC, using the appropriate communications and information systems. g. Maintain situational awareness at all times using appropriate communications and information systems. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>5. Division Maintenance Office coordinates maintenance support during retrograde operations.</p> <ul style="list-style-type: none"> a. Identify all units within the area of responsibility that have recovery capabilities. b. Coordinate with other maintenance managers and supported command's CSS operators to limit the flow of repair parts and replacement components forward. c. Coordinate with the supported command's movement control element and the appropriate transportation providers to obtain any additional transportation assets needed to deploy maintenance elements and critical repairable equipment. d. Direct evacuation of maintenance elements that have critical repairables to fallback points as directed by the higher headquarters. e. Direct cannibalization for the repair of weapons systems and equipment, using guidelines set forth in the current OPORD, TSOP, and/or command guidance. f. Direct destruction of critical nonrepairable and non-critical equipment that are not repairable within the established timeframe, in coordination with higher headquarters support operations personnel. g. Direct evacuation of supplies and equipment at night and during other periods of limited visibility, when tactical situation permits. h. Coordinate security requirements for maintenance operations with S2/3 element(s) and RCPOC using the appropriate communications and information systems. i. Maintain situational awareness at all times using appropriate communications and information systems. <p>6. Division Maintenance Office coordinates maintenance support in an NBC environment.</p> <ul style="list-style-type: none"> a. Maintain current locations of amount and type of contamination effecting maintenance elements in coordination with higher headquarters and supported command. b. Provide instructions on priority of contaminated equipment for repairs, recovery, and evacuation in coordination with higher headquarters support operations element. c. Coordinate requirements for decontamination teams with the supported command using appropriate communications and information systems. d. Maintain situational awareness at all times using appropriate communications and information systems. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Repair Parts Branch
 Class II-IV Supply Branch
 Property Book Office
 Property Book Teams (7)

TASK: Coordinate Class II, III (P), IV, VII, and IX Support (63-6-4027)
 (AR 710-2) (AR 725-50) (FM 100-10)
 (FM 10-15) (FM 3-4) (FM 63-3)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Tactical operations are ongoing and Class II, IV, VII, and IX requirements are being generated by supported command elements engaged in combat. Requirements are initiated by battle loss reports or unit requisition. Sustainment controls have been established by the higher headquarters and supported command's service support order. Logistics managers monitor and coordinate support operations activities using radio, wire, telephone, digital devices, and/or messenger. The headquarters has communications with higher and lower HQ. Status reports, maps, overlays and other required documents are available to the staff for planning and coordination purposes. Logistics Preparation of the Theater (LPT) is available for review. Unit TSOPs, including higher and lower, are available. The threat has NBC, ground, and air attack capabilities. This task is performed under all environmental conditions, day or night, in a field or urban environment. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Class II, III (P) IV, VII, and IX support are continuous from the outset of the operation at levels that sustain the momentum of combat operation IAW the higher headquarters and supported command's service support order. At MOPP4 performance degradation factors increases time required to coordinate class II, IV, VII, and IX activities.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>1. Class II Commodity Manager coordinates Class II support.</p> <ul style="list-style-type: none"> a. Monitors requisitions and issues between supported units and materiel managers to ensure that prescribed controls are being maintained. b. Coordinates resolution of Class II supply problems with the receiving and issuing units, using STAMIS and appropriate communications or information systems. c. Coordinates throughput of Class II from the EAD to receiving organizations, using STAMIS, communications, or information systems. d. Coordinates with the supported command's support operations element for emergency or air resupply during NBC intrusions. e. Maintains intransit visibility of Class II items in the distribution system. f. Directs, redirects, cross-levels or masses Class II at critical points based on METT-TC and commander's guidance. g. Ensures that empty flatracks are returned to the distribution system. h. Monitors Class II items on the Commander's Tracked Items List (CTIL). <p>Note: In both the digitized and AOE DISCOM HQs, the Class II & IV Commodity Manager also manages Class III (P) items.</p> <p>2. Class IV Commodity Manager coordinates Class IV support.</p> <ul style="list-style-type: none"> a. Monitors requisitions and issues between supported units and materiel managers for compliance with the higher headquarters and supported command's service support order. b. Coordinates resolution of Class IV supply problems with the receiving and issuing units. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> c. Coordinates delivery schedules with the higher headquarters and supported command's Support Operations, using appropriate communications and information systems. d. Coordinates increased demands during defensive operations with the higher headquarters and supported command's Support Operations, using appropriate communications and information systems. e. Maintains intransit visibility of Class IV items in the distribution system. f. Directs, redirects, cross-levels or masses Class IV at critical points based on METT-TC and the commander's guidance. g. Ensures empty flatracks are returned to the distribution system. h. Monitors Class IV items on the Commander's Tracked Items List (CTIL). <p>3. Class VII Commodity Manager coordinates Class VII support.</p> <ul style="list-style-type: none"> a. Monitors battle loss reports to identify Class VII replacement requirements. b. Coordinate assembly of end items, crew, and ammunition, if notified that weapon systems replacement is to be conducted in forward areas. c. Coordinates Class VII deliveries with the supported command, using STAMIS, appropriate communications, or information systems. d. Coordinates weapon system replacement status with the distribution managers using appropriate communications and information systems. e. Maintains intransit visibility of Class VII items in the distribution system. f. Directs, redirects, cross-levels or masses Class VII at critical points based on METT-TC and the commander's guidance. g. Ensures empty flatracks are returned to the distribution system. h. Monitors Class VII items contained on the Commander's Tracked Items List (CTIL). <p>4. Class IX Commodity Manager coordinates Class IX support.</p> <ul style="list-style-type: none"> a. Monitors requisitions and issues between supported and issuing units. b. Coordinates resolution of Class IX supply conflicts with higher HQ and issuing units. c. Coordinates deliveries with distribution managers, higher HQ and issuing units. d. Coordinates emergency or air resupply with higher HQ, supported units and issuing units. e. Monitors readiness reports to identify Class IX items impacting repair cycle time. f. Coordinates using STAMIS, BFACS, radio, or wire. g. Maintains intransit visibility of Class IX items in the distribution system. h. Directs, redirects, cross-levels or masses Class IX at critical points based on METT-TC and the commander's guidance. i. Ensures empty flatracks are returned to the distribution system. j. Monitors Class IX items contained on the Commander's Tracked Items List (CTIL). 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Class I Supply Branch
 Class III & Water Supply Branch
 Support Operations Office

TASK: Coordinate Class I, VI, and Water Support (63-6-4028)
 (FM 10-27) (FM 10-115) (FM 10-15)
 (FM 10-23) (FM 3-4) (FM 63-3)

ITERATION: 1 2 3 4 5 M (Circle)
COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Tactical operations are ongoing. Class I and VI requirements are being generated by personnel strength reports. Water requirements are being generated by normal usage. The headquarters has digital and/or analog communication with higher and lower HQ. Status reports, maps, overlays and other required documents have been forwarded to the commander and appropriate staff elements. Logistics Preparation of the Theater (LPT) is available for review. Unit TSOPs, including higher and lower, are available. The higher headquarters and supported command's service support orders are available. Support operations are coordinated using radio, telephone, automation devices, and/or messenger. This task is performed in a field or urban environment, under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Class I, VI, and water support is continuous from the outset of the operation at levels that sustain the momentum of combat operation IAW the higher headquarters and supported command's service support order. At MOPP4, predetermined degradation support levels are maintained.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Class I Supply Branch coordinates Class I support. <ol style="list-style-type: none"> a. Coordinate Class I supply point operations schedule with supporting units using the appropriate BFACS, radio, or wire. b. Coordinate Class I throughput from higher levels to the supporting units. c. Coordinate resolution of Class I problems with the CMMC and the supporting units. d. Prepare supported command menu plan. e. Coordinate food service inspections with the supported command veterinarian. f. Coordinate current sanitary requirements with the supported command veterinarian using the appropriate BFACS, radio, or wire. g. Coordinate Class I air resupply operations with the supported command's G4 and movement control staff element using the appropriate BFACS, radio, or wire. h. Maintain situational awareness at all times using appropriate BFACS, radio, or wire. i. Maintain intransit visibility (ITV) of Class I supplies coming from higher distribution levels. j. Direct, redirects, cross-levels or masses Class I at critical points based on METT-TC and the commander's guidance. k. Ensure empty flatracks are returned to the distribution system. 2. Class I Supply Branch coordinates Class VI requirements (sundry items) and exchange services with the supported command's G4. <ol style="list-style-type: none"> a. Coordinates Class VI (sundry items) throughput from higher levels to the supporting units. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> b. Coordinates resolution of Class VI (sundry items) problems with the CMMC and the supporting units c. Coordinates Class VI (sundry items) air resupply operations with the supported command's G4 and movement control staff element using the appropriate BFACS, radio, or wire. <p>3. Class III and Water Supply Branch coordinates water support.</p> <ul style="list-style-type: none"> a. Maintain current locations of all water distribution points in the commands operational areas. b. Maintain situational awareness at all times using appropriate BFACS, radio, and wire. c. Forward current water distribution point(s) operations hours to subordinate units, to include all higher-level and supported command "slice" elements operating in the command's areas of responsibility and to the supported command G4. d. Coordinate resolution of water supply problems with the supported command G4 and supporting units. e. Provide water support status updates to the supported command G4 and supporting units. f. Coordinate positioning of higher-levels of command water purification units in the area of responsibility with appropriate MMC and supporting water production unit(s). g. Maintains intransit visibility of water transport systems distributing water, using radio or MTS. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: Medical Operations Branch

TASK: Coordinate Combat Health Support (63-6-4029)

(FM 8-10)

(FM 3-4)

(FM 63-3)

(FM 8-10-6)

(FM 8-55)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Tactical operations are ongoing and Combat Health Support (CHS) requirements are being generated by supported units. The command's Medical Operations Center personnel are communicating with higher-level medical planners, internal staff, and subordinate medical units. The Medical Operations Center is responsible for planning and overseeing CHS operations for the command. The OPORD with annexes and the higher HQ's service support order have been analyzed by the command's medical staff. The HQs has digital and analog communications with higher and lower HQ. Unit, higher, and lower-level TSOPs; status reports; and maps with overlays have been forwarded to the medical planner's digital devices, or these documents are available in hard copy. Logistics Preparation of the Theater (LPT) is available for review. This task may be performed in a field or MOUT environment. SCPE is on hand or field-expedient natural shelters are available. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: CHS is continuous from outset of the operation at levels that sustain the momentum of combat operation and are coordinated IAW the service support order and the TSOP. At MOPP4, predetermined degradation CHS levels are maintained.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. Medical operations officer directs medical operations activities.</p> <ul style="list-style-type: none"> a. Monitors Implementation of CHS portions of TAMMIS or MC4/TMIP. b. Coordinates medical personnel assignments and replacements with surgeon and medical channels and the G1 channels. c. Identifies division CHS requirements. d. Identifies division CHS priorities. e. Coordinates reallocation of medical assets with surgeon and medical channels and other higher HQs elements, as required using the appropriate BFACS. f. Provides input to higher HQs and the staff service support order using the appropriate BFACS. g. Provides analysis of medical threat to the commander, surgeon's office, and appropriate staff elements. h. Integrates corps-level CHS augmentation IAW medical support requirements and the TSOP. i. Provides daily updates on the status of CHS and services to the commander and higher HQ's surgeon's office. j. Forwards routine and special reports IAW the TSOP, using appropriate BFACS. <p>2. Chief, Medical Operations Branch coordinates with DSS on medical operations.</p> <ul style="list-style-type: none"> a. Monitors medical priorities throughout unit Area of Operations (AO) to ensure compliance with the CHS plan. b. Provides staff medical advice to the commander and commanders of subordinate elements. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> c. Coordinates with adjacent units on health policies, procedures, and medical threats, as necessary, using TAMMIS or MC4/TMIP. d. Updates the commander on health related programs, policies, and medical threats, as required. e. Monitors MEDEVAC plan for medical and technical sufficiency and compliance with higher HQ's MEDEVAC plan and the unit and higher HQ's TSOP. <p>3. Medical Operations Branch coordinates CHS using TAMMIS or MC4/TMIP.</p> <ul style="list-style-type: none"> a. Coordinates patient and evacuation plans with the appropriate higher HQ's staff and with the corps MRO. b. Coordinates corps-level CHS for the division with the corps medical brigade or group, as applicable. c. Coordinates for aeromedical and ground evacuation with the medical evacuation battalion, or higher HQ staff element, as applicable. d. Provides Army airspace and control information to supporting corps air ambulance assets. e. Provides road clearance priorities for use of MSRs for supporting corps ground assets in coordination with MCO. f. Monitors medical troop strength to determine task organization for mission accomplishment. g. Forwards all potential medical intelligence information to the S2/3 Section using the appropriate. h. Requests updated threat intelligence information from the S2/3 Section. i. Requests updated medical intelligence information from the Corps Surgeon. j. Monitors the division preventive medicine program to determine and maintain current health and welfare priorities status. k. Monitors the mental health program for implementation of stress prevention measures. l. Coordinates CSC team support to forward areas with the DSB medical company mental health section. m. Monitors optometry services to minimize RTD time during optical fabrication. n. Maintains situational awareness at all times using appropriate BFACS, radio, or wire. <p>4. MOB coordinates patient disposition throughout the AO, using TAMMIS or MC4/TMIP.</p> <ul style="list-style-type: none"> a. Manages the MEDPAR-D system IAW TSOP. b. Prepares patient statistical reports IAW TSOP. c. Coordinates disposition of patients with the corps MRO. d. Forwards patient and/or statistical reports IAW the TSOP. <p>5. Medical Materiel Management Branch manages the medical logistics and medical equipment repair program.</p> <ul style="list-style-type: none"> a. Manages the MEDLOG-D IAW FM 4-02.1. b. Coordinates emergency medical supply requests with the corps MEDLOG unit, using TAMMIS or MC4/TMIP. c. Monitors MEDLOG operations to ensure area and unit-wide Class VIII support across the command. d. Monitors higher HQs medical maintenance program to expedite the availability rate of essential medical equipment. e. Coordinates medical equipment repairs beyond organic capability with the MEDLOG battalion, using TAMMIS or MC4/TMIP. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>f. Monitors disposition of captured medical materiel IAW the TSOP</p> <p>6. MOB analog and digital communications personnel establish radio and wire medical communications systems.</p> <ul style="list-style-type: none"> a. Coordinate digital communications with appropriate S6 Section and with the assigned signal battalion b. Establish FM radio communications. c. Establish AM radio communications with subordinate medical companies and supporting corps-level medical units. d. Coordinate wire communications with unit S6 Section and the assigned signal battalion in that AO. e. Operate radios IAW the SOI/SSI and TSOP. f. Provide communications updates to the Chief, Medical Operations Branch and commander. <p>7. Medical Operations Branch develops the CHS plan.</p> <ul style="list-style-type: none"> a. Identifies requirements, resources, policies and procedures to be incorporated in the CHS plan. b. Identifies specified and implied tasks in the unit OPORD and higher HQs service support order. c. Formats the CHS plan IAW FM 8-55. d. Forwards completed plan to surgeon's office for approval or modification. e. Briefs plan to the commander for approval or modification. f. Provides CHS plan to the S2/3 Section for distribution, using appropriate BFACS. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Support Operations Office
 Movement Control Office

TASK: Coordinate Transportation Support (63-6-4030)
 (FM 55-30) (FM 100-10) (FM 3-4)
 (FM 55-1) (FM 55-10) (FM 63-3)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Tactical operations are ongoing and supported units are generating transportation requirements. Transportation operational methods are influenced by the battle situation. Higher headquarters logistics "slice" elements are operational in the area of responsibility. The headquarters has digital and/or analog communication with higher and lower HQ. Status reports, maps, overlays, and other required documents have been forwarded to the commander and/or appropriate staff elements. Service support order is available. The command coordinates operations by telephone, messenger, automation devices, and radio. Although SCPE is on hand, the staff sections may elect to operate in field-expedient and natural shelters. Staff sections may be required to operate under reduced manpower conditions. This task is performed under all day or night environmental conditions and in a field or urban environment. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Transportation support is continuous from the outset of tactical operations, at levels that sustain combat momentum of supported forces IAW the service support order. At MOPP4, predetermined degradation support levels are maintained.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Support Operation Section/Movement Control Office coordinate ground transportation support. <ul style="list-style-type: none"> a. Maintain current status of all command transportation assets. b. Coordinate delivery of supplies within the area of responsibility with the supported command's CSS operators. c. Coordinate resolutions for transportation delays or problems with all supported elements, using appropriate STAMIS, BFACS, radio, wire or messenger. d. Establish transportation priorities, task organization and highway regulation within the area of responsibility. e. Monitor transportation operations to ensure assets are committed IAW established priorities. f. Direct cross-leveling to equalize workload throughout the area of responsibility and to support changing priorities. g. Establish delivery schedules of logistics resources. h. Forward requests for additional transportation to higher headquarters Support Operations/Movement Control Office. i. Provide status updates of ground transportation assets to higher headquarters Support Operations, as required. j. Maintain situational awareness at all times using appropriate BFACS, radio, DAMMS-R, or wire. k. Coordinate the expeditious return of empty flatracks located in the area of responsibility to the distribution system. l. Maintain intransit visibility of sustainment resources within the area of responsibility using DAMMS-R, appropriate BFACS, MTS, wire, or radio. m. Direct, redirect, cross-level or mass transportation assets at critical points based on METT-TC and the commander's guidance. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>2. Support Operations/Movement Control Office coordinate air transportation support.</p> <ul style="list-style-type: none"> a. Monitor preplanned airlift resupply request to ensure validation. b. Forward airlift resupply requests to movement control element for processing. c. Coordinate delivery times and locations with the supported and higher command's movement control elements, using the appropriate BFACS, radio, or wire. d. Coordinate ground support and local transportation requirements for all deliveries in the area of responsibility using the appropriate BFACS, radio, or wire. e. Provide air transportation support status update to the supported and higher headquarters G4 and movement control elements, as required. <p>3. Support Operations/Movement Control Office coordinate transportation support in an NBC environment, using appropriate BFACS, radio, or wire.</p> <ul style="list-style-type: none"> a. Forecast the impact of NBC attacks on support operations in coordination with the supported command's G4. b. Coordinate delivery of contaminated cargo with the supported command's G4 and movement control elements. c. Request information on contaminated routes and highway reconnaissance data from subordinate units, RCPOC, supported command's G4 and G3 and movement control elements. d. Disseminate information on contaminated routes to all subordinate and higher headquarters using the appropriate BFACS, radio, or wire. e. Coordinate deliberate decontamination of transfer points with the supported and higher command's G3 using the appropriate BFACS, radio, or wire. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: Support Operations Office

TASK: Coordinate Field Services Support (63-6-4031)

(FM 10-27-2)
(FM 10-500-1)
(FM 10-64)

(FM 10-16)
(FM 10-500-2)
(FM 3-4)

(FM 10-450-3)
(FM 10-500-7)
(FM 63-3)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Tactical operations are ongoing and mortuary affairs operations are required as fatalities are evacuated to collection point(s) in the area of responsibility. Requirements for other field services are being influenced by the battlefield situation. The headquarters has digital and/or analog communication with higher and lower HQ. Status reports, maps, overlays and other required documents have been forwarded. Higher-level command logistics "slice" elements are operational in the area of responsibility. The service support order is available. Although SCPE is on hand, the staff may elect to operate in field-expedient natural shelters. Tactical situations may require the staff to operate under reduced manpower conditions. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Field services support is continuous from the outset of operations at levels requested by the supported headquarters and directed by the service support order. At MOPP4, higher HQ predetermined degradation support levels are maintained.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Support operations personnel coordinate mortuary affairs support in the area of responsibility. <ol style="list-style-type: none"> a. Monitor operations at collection point(s) to ensure compliance to directed policies and procedures. b. Coordinate additional evacuation requirements with supported command's, higher command's support operations personnel. c. Maintain current locations of mortuary affairs collection points and mortuary affairs unit augmentations. d. Monitor mortuary affairs records and reports for compliance with regulations, TSOP, and service support order. e. Provide mortuary affairs status update to the supported command. f. Coordinate additional mortuary affairs support requirements with the AG Casualty Section, chaplain, civil affairs teams, and the higher-level command's support operations personnel using the appropriate BFACS, radio, or wire. 2. Support operations personnel coordinate clothing exchange and shower, laundry, salvage, and textile renovation support activities. <ol style="list-style-type: none"> a. Coordinate with supported command for specific field services support requirements, using the appropriate BFACS, radio, or wire. b. Coordinate clothing exchange and shower sites with the RCPOC and corps RAOC and supported command using the appropriate BFACS, radio, or wire. c. Coordinate laundry and textile renovation unit sites with the RCPOC and corps RAOC and supported command using the appropriate BFACS, radio, or wire. d. Coordinate back-haul of all salvage equipment with the supported command using the appropriate BFACS, radio, or wire. e. Coordinate for availability of FNS with the CMO office/G5. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> f. Coordinate additional clothing exchange and shower, laundry and textile renovation support with the supported command using the appropriate BFACS, radio, or wire. g. Request additional support from the higher-level command support operations personnel. h. Provide times, locations and schedules for clothing exchange and shower, laundry and textile renovation support to the supported command. i. Provide status update briefing, as required. j. Provide status report to the supported command, as required by the TSOP and service support order. <p>3. Support operations personnel coordinate airdrop services.</p> <ul style="list-style-type: none"> a. Coordinate airdrop service policies and procedures with the supported command's aviation brigade S3 Section, and movement control element using the appropriate BFACS, radio, or wire. b. Provide airdrop service policies and procedures to supported and attached units. c. Coordinate airdrop rigging and maintenance of airdrop equipment training for subordinate and attached units with the supported command's aviation brigade and movement control element. d. Process airdrop support requests with the supported command's aviation brigade and the movement control element, as applicable. e. Provide status update to the support operations officer, as required. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: Support Operations Office

TASK: Provide Foreign Nation Support Coordination (63-6-4032)
 (FM 41-10) (FM 100-10) (FM 100-10-2)
 (FM 14-100) (FM 3-4) (FM 63-3)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Combat operations are ongoing and units/elements supported by the command are generating Combat Service Support (CSS) requirements. Foreign military or government activities may augment CSS activities. The headquarters has digital and/or analog communication with higher and lower HQ. Status reports, maps, overlays and other required documents have been forwarded. TSOPs and the service support order are available. Support operations coordinate operations by radio, telephone, automation devices, and messenger. SCPE is on hand or field-expedient and natural shelters are available. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Foreign Nation Support coordinations are completed IAW the TSOP and the command's service support order. At MOPP4, predesignated degradation levels are maintained.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Support operations personnel identify available foreign nation support. <ol style="list-style-type: none"> a. Maintain designation and locations of foreign nation support activities in coordination with higher-level CSS planners, support operations personnel, and supporting civil affairs teams. b. Provide listing and capabilities of available foreign nation support to staff sections. c. Coordinate with supported command's distribution management and commodity and service managers to incorporate foreign nation support into the distribution system. d. Coordinate with subordinate commands to ensure foreign nation support procurement plans and policies are carried out IAW the commander's concepts. e. Provide technical advice to the commander, his staff, and to subordinate units on procuring foreign nation support resources. 2. Support operations personnel coordinate foreign nation sustainment activities. <ol style="list-style-type: none"> a. Calculate foreign nation support requirements from data received from other staff sections. b. Coordinate foreign nation support requirements with appropriate legal, contractual, financial, and civil affairs activities. c. Coordinate foreign nation support agreements with appropriate foreign nation authorities and US legal support elements. d. Monitor foreign nation support contract performance to ensure compliance with contract agreements. e. Forward production reports on the amount and type of support provided by foreign nation support contractors to the higher-level CSS planners and commodity managers. f. Coordinate foreign nation support integration of sustainment resources into the distribution system with supported command's CSS operators and subordinate and or receiving units. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
g. Coordinate inspection and quality control of foreign nation support products and services with the appropriate inspection element. h. Coordinate delivery of foreign nation support supplies and services with the appropriate staff section or supported command's subordinate units using the appropriate BFACS, radio, or wire. i. Provide foreign nation support status updates to the commander and staff, as required.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Division Maintenance Office
S2/3 Office

TASK: Perform Assessment and Recovery Operations (63-6-4033)
 (FM 4-30.3) (FM 100-9) (FM 12-6)
 (FM 3-4) (FM 3-5) (FM 63-3)
 (FM 8-10)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The commander directs the dispatch of assessment and recovery personnel. Supported units have recently participated in combat actions against the threat's flank. The commander has stated that he needs to know what combat effectiveness remains in an element to determine the level of regeneration required before it is ready for further battle. The XO exercises supervision over the assessment and recovery team, which consists of personnel from the staff and technical personnel assigned to the staff or subordinate elements. The headquarters has digital and analog communication with higher and lower HQ. The OPORD, with all annexes, status reports, maps, overlays and other required documents are available. The unit, higher, and lower TSOPs are available. This task may be performed in a field or urban environment under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Assessment and recovery team provides accurate data on the status of major weapons systems, overall casualty situation and logistics requirements as directed by the commander or XO. At MOPP4, performance degradation factors increase assessment and recovery operations completion time.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. S2/3 and Support Operations Officers organize assessment and recovery team.</p> <ul style="list-style-type: none"> a. Reorganizes staff personnel to maintain required logistics activities during assessment and recovery operations. b. Provides personnel with expertise in supply, medical, field services, and maintenance fields from the staff and higher-level unit "slice" elements in the area of responsibility. c. Coordinates additional personnel requirements with the XO using the appropriate communications and information systems. d. Inspects assessment and recovery personnel for compliance with equipment and areas of expertise requirements as directed by the commander/XO. e. Dispatches assessment and recovery personnel to location(s) designated by the commander/ XO. <p>2. Division Maintenance Office assess unit's combat effectiveness.</p> <ul style="list-style-type: none"> a. Identify number of major weapon systems that have been destroyed. b. Identify number of major weapon systems that are damaged beyond repair in the forward area. c. Identify number of major weapon systems that are damaged but can be repaired in the forward area. d. Identify locations of forward and rear maintenance and salvage collecting points. e. Calculate transportation requirements for equipment evacuation operations. f. Identify number of KIA. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> g. Identify number of casualties requiring emergency treatment or evacuation. h. Identify medical treatment and evacuation points in the area of responsibility. i. Calculate ground ambulance and MEDEVAC requirements. j. Calculate Class III and V supply requirements to restore degraded capabilities to basic load levels. k. Identify Class I and IX supplies, communication equipment, and other critical supplies required, if time permits. <p>3. Division Maintenance Office provide initial assessment report.</p> <ul style="list-style-type: none"> a. Consolidate logistics data into a format that provides an overall status of the unit combat effectiveness from a logistics standpoint. b. Identify "quick fix" solutions that are available to the degraded unit to increase its effectiveness. c. Identify capabilities to resupply unit and to repair or replace its damaged weapons and equipment. d. Recommend to the commander the level of regeneration required from a logistics viewpoint. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: Support Operations Office

TASK: Coordinate Support for Regeneration Activities (63-6-4034)

(FM 100-10)
(FM 12-6)
(FM 63-3)

(FM 100-9)
(FM 3-4)
(FM 8-10)

(FM 10-64)
(FM 4-30.3)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The decision has been made to reorganize or regenerate a maneuver battalion. A site for regeneration has been designated. Command personnel are part of the assessment and recovery team. Logistics requirements are being generated by other maneuver elements during the reorganization/regeneration. Personnel are trained to handle major end items and heavy equipment. The headquarters has digital and/or analog communications with higher and lower HQ. The OPORD, with all annexes, status reports, maps, overlays and other required documents have been forwarded. Unit higher and lower TSOPs are available. The TSOP and service support order are available. SCPE or field-expedient and natural shelters are available. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Reorganization/regeneration is completed within the time frame and in compliance with directives established by the next higher command. At MOPP4, performance degradations factors increase regeneration activities completion time.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Support Operations Section coordinates support for reorganization. <ol style="list-style-type: none"> a. Identifies logistics requirements. b. Coordinates additional logistics support requirements with the appropriate G4 or S4 elements. c. Identifies reorganization methods, sites, and projected goals in coordination with the RTOC, corps RAOC, appropriate G4 or S4 section and supported command's G3 section. d. Monitors subordinate units for compliance with higher HQ's reconstitution directives and task force requests. e. Directs the supporting maintenance company to make recoveries and repairs IAW with directives and regeneration task force requests. f. Coordinates internal CHS using the appropriate communications and information systems. g. Coordinates resolution of reorganization support problems with other staff sections, corps regeneration task force, and supporting units involved using the appropriate communications and information systems. 2. Support Operations Section provides assistance in regeneration operations. <ol style="list-style-type: none"> a. Identifies regeneration site[s], methods, and levels of effectiveness to which the unit is to be restored. b. Identifies replacement priorities for personnel, equipment, and supplies as established by the supported command's commander. c. Coordinates identified regeneration requirements with other staff sections using the appropriate communications and information systems. d. Tasks subordinate units to provide assistance in proponent areas, as required. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S1 Section

TASK: Provide Human Resources Support - Personnel Services (63-6-4039)
 (FM 12-6) (AR 600-8-1) (AR 600-8-19)
 (AR 600-8-22) (AR 638-2)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Support operations are ongoing. Subordinate units' battle rosters have been received. Casualties, transfers, and EPW cause personnel actions and adjustments. The higher-level and command's OPORDs and service support orders are available. The headquarters has digital and/or analog communication with higher and lower HQ. Status reports, maps, overlays, and other required documents have been forwarded to the commander and appropriate staff elements. The unit higher and lower TSOPs are available. SCPE is on hand, but S1 personnel may elect to operate in field-expedient or natural shelters. Reduced manpower conditions may also apply. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Human Resources Support - Personnel Services actions are processed at 95 percent accuracy within 24 hours of receipt of request. All such activities are conducted IAW TSOP and OPORD. At MOPP4, Human Resources Support - Personnel Services is reduced to minimum actions.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S1 Section performs strength accounting using CSSCS. <ol style="list-style-type: none"> a. Consolidates subordinate elements' strength reports. b. Cross-checks casualty witness statements and MP straggler control point reports to confirm status of individual soldiers. c. Updates the commands battle roster to reflect current status of all the command's soldiers. d. Prepares PSR IAW TSOP and FM 12-6. e. Briefs PSR to commander and staff. f. Forwards PSR-Part 1, Personnel Daily Summary through command channels to the appropriate command's S1 Personnel Section. g. Forwards PSR-Part 2, Personnel Requirements Report through AG channels to servicing agency. h. Prepares wartime SIDPERS transactions IAW DA Pam 600-8-1. i. Inspects SIDPERS personnel transaction registers to resolve strength imbalances. 2. S1 Section processes replacements. <ol style="list-style-type: none"> a. Establishes a replacement receiving point. b. Assigns replacements based on unit requirements, priority of requirements, and MOS. c. Prepares arrival and data cards transactions. d. Briefs replacements on unit assignment and tactical situations. e. Updates the command's battle roster. f. Coordinates transportation for replacements to assigned units with the subordinate elements and movement control elements using the appropriate BFACS, radio, or wire. 3. S1 Section processes casualty feeder reports. <ol style="list-style-type: none"> a. Verifies casualty feeder reports and witness statements from subordinate units for accuracy and completeness. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> b. Corrects casualty status and identity data based on input from medical and mortuary affairs elements. c. Prepares SIDPERS deceased transaction and a SIDPERS organization strength report change for all KIAs and MIAs (after 90 days). d. Forwards casualty data and transactions to unit HQ G1 channels. <p>4. S1 Section prepares internal CHS plan.</p> <ul style="list-style-type: none"> a. Coordinates with MOB for assistance in preparing the CHS plan. b. Coordinates with MOB for normal evacuation, emergency evacuation, and hospitalization of sick or injured personnel. c. Coordinates with MOB for locations of medical and dental facilities. d. Coordinates with DMOS to determine procedures for requesting medical evacuation support, and the transportation of RTD personnel to assigned units. e. Coordinates probability and impact of NBC related casualties with the command's NBC officer. f. Coordinates CHS for command combat casualties or NBC attack with the MOB. g. Consolidates information into appropriate formats IAW FM 8-20. h. Forwards internal CHS plan to XO for approval or modification. i. Disseminates internal CHS plan to all subordinate elements using the appropriate BFACS. <p>5. S1 Section coordinates internal CHS.</p> <ul style="list-style-type: none"> a. Calculates probable internal CHS requirements. b. Coordinates schedules, locations, and capabilities with the command medical staff using the appropriate BFACS, radio, or wire. c. Monitors routine and emergency treatment and evacuation procedures to ensure compliance with the MOB TSOP and instructions from the supporting medical element. d. Monitors preventive medicine measures to ensure compliance with the TSOP. e. Develops battle stress management plan. f. Monitors implementation of battle stress management plan to ensure CHS is provided to subordinate units. <p>6. S1 Section administers EPW program.</p> <ul style="list-style-type: none"> a. Identifies EPW collection sites operated by supporting MP units in the command's area of responsibility. b. Coordinates evacuation with supporting MP units and the MOB. c. Forwards captured threat medical materiel to S4. d. Coordinates CHS requirements with the MOB and the command's supporting medical company. e. Procures collection point(s) guards from subordinate units. f. Coordinates evacuation of EPW from the area of operations, in coordination with MP collection point(s) with the S2/3 Section. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S1 Section

TASK: Provide Human Resources Support - Administrative Services (63-6-4040)
 (FM 12-6) (AR 25-400-2) (AR 27-10)
 (AR 600-8-1)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Support operations have stabilized and administrative support activities have increased. Subordinate units are requesting morale, welfare, and recreation support. The headquarters has digital and/or analog communication with higher and lower HQ. The OPORD, with all annexes, status reports, maps, overlays and other required documents have been forwarded to the commander and appropriate staff elements. The unit, higher and lower TSOPs are available. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: All administrative actions are processed and forwarded IAW TSOP and OPORD within the time prescribed. All morale support resources are employed in a manner that enhances and sustains soldier morale within the command. At MOPP4 performance degradation factors increases the time required to provide administrative service support.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S1 Section provides mail service. <ol style="list-style-type: none"> a. Maintains current locations of all subordinate units. b. Collects mail from supporting postal activity for all subordinate units. c. Sorts mail by unit and location. d. Delivers all mail to subordinate units. e. Returns all undelivered mail to supporting postal activity. 2. S1 Section operates distribution center. <ol style="list-style-type: none"> a. Collects correspondence from all subordinate units. b. Forwards all correspondence to appropriate elements using the appropriate BFACS. c. Secures classified materials IAW local directives, TSOP, and AR 190-13. 3. S1 Section processes promotion recommendations. <ol style="list-style-type: none"> a. Forwards all promotion requests to the higher headquarters G1 and servicing personnel elements using the appropriate BFACS. b. Maintains suspense file on all forwarded promotion actions. 4. S1 Section administers awards program. <ol style="list-style-type: none"> a. Inspects incoming award recommendations for accuracy and completeness. b. Forwards all recommendations to higher headquarters G1 and supporting personnel elements using the appropriate BFACS. c. Maintains suspense file on all award recommendations. 5. S1 Section processes UCMJ actions. <ol style="list-style-type: none"> a. Prepares flagging actions requested by subordinate units. b. Processes flagging actions from subordinate units. c. Prepares judicial and nonjudicial proceedings documents. d. Coordinates judicial acts with subordinate commanders. e. Forwards all documents to higher headquarters G1. f. Processes all appeals IAW AR 27-10. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>6. S1 Section processes personnel and finance actions and SIDPERS transactions.</p> <ul style="list-style-type: none"> a. Verifies changes for accuracy and completeness. b. Prepares SIDPERS input data IAW DA Pamphlets 600-8-1 and 600-8-2. c. Forwards all completed actions to higher headquarters G1 and supporting personnel servicing element. d. Reports SIDPERS disposition to initiating unit(s). <p>7. S1 Section performs administrative functions.</p> <ul style="list-style-type: none"> a. Maintains leave control log. b. Maintains duty rosters. c. Prepares military correspondences. d. Maintains required functional files. e. Forwards all recurring reports to appropriate elements IAW TSOP and OPORD using the appropriate BFACS. f. Maintains required regulations, publications, and SOPs IAW TSOP. g. Provides reproduction services. <p>8. S1 Section provides MWR support.</p> <ul style="list-style-type: none"> a. Identifies subordinate MWR requirements. b. Identifies supporting MWR capabilities and resources allocated to the battalion. c. Provides recommendation to the commander on prioritization of MWR support to subordinate units. d. Coordinates MWR support deliveries IAW the commander's priorities. <p>9. S1 Section Coordinates external MWR support.</p> <ul style="list-style-type: none"> a. Coordinates for newspapers, books, magazines, and other publications with higher HQ S1 Section using the appropriate BFACS. b. Coordinates for personal sundry items with HQ company and other elements using the appropriate BFACS. c. Coordinates for musical, tactical PX, rest, and recuperation support with G1 channels using the appropriate BFACS. d. Coordinates motion pictures and other entertainment with higher headquarters G1 using the appropriate BFACS. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: Unit Ministry Team

TASK: Conduct Command Religious Support Program (63-6-4041)
 (FM 16-1) (FM 3-3) (FM 3-4)
 (FM 3-5)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Casualties have occurred during recent tactical operations. Requests for religious support have been received. The headquarters has digital and/or analog communication with higher and lower HQ. Higher HQ OPODs, with all annexes, status reports, maps, overlay and other required documents have been forwarded. Unit, higher and lower TSOPs are available. This task is performed under all day or night environmental conditions in a field or urban location. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Command and soldier religious support needs are met IAW the TSOP, OPOD, and command directives. At MOPP4, performance degradation factors increase time of religious support activities.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Unit Ministry Team develops a religious support plan. <ol style="list-style-type: none"> a. Lists the religious needs of the unit and commander's guidance. b. Establishes religious support priorities. c. Coordinates direct and general religious support with higher ministry activity using the appropriate BFACS, radio, or wire. d. Provides staff sections with required input for plans and orders. e. Consolidates input to the religious support plan from other staff sections using the appropriate BFACS, radio, or wire. f. Prepares the religious support plan. g. Disseminates the religious support plan to all subordinate elements. 2. Unit Ministry Team provides religious support, to include rites and services. <ol style="list-style-type: none"> a. Monitors casualty data to determine required religious services. b. Provides worship services, memorial ceremonies, services for the dead, sacraments, rites, and ordinances. c. Conducts mass or emergency burials IAW current regulations and directives. d. Provides support to headquarters personnel. e. Requests supplies and additional transportation requirements from S4 Section. 3. Unit Ministry Team provides pastoral care to soldiers. <ol style="list-style-type: none"> a. Provides pastoral care that counters battlefield shock and trauma. b. Conducts pastoral counseling that lessens stress and enhance morale. c. Provides religious support for BF cases. d. Conducts specialized counseling that enhances morale. e. Provides routine pastoral care and counseling to all soldiers. f. Conducts pastoral care to casualties at battle site(s). * 4. Chaplain advises the commander on unit morale, moral climate, and religious welfare. <ol style="list-style-type: none"> a. Provides information on morale and moral climate of the headquarters that has been personally verified. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> b. Briefs commander on moral and humanitarian aspects of policies and procedures. c. Notifies commander immediately of policies perceived as unjust by soldiers. d. Notifies commander of disruptive and potential disruptive social patterns. e. Notifies commander of possible violations of the laws of war. f. Advises commander on policies or procedures affecting soldier rights to the free exercise of religion. <p>5. Chaplain advises the commander on ethical issues.</p> <ul style="list-style-type: none"> a. Advises the commander on specific methods of improving the ethical climate within the command. b. Briefs commander on ethical aspects of policies and leadership. c. Briefs the commander on soldier training in ethical and moral decision making. d. Emphasizes value of human life, justice, dignity, and truth through sermons, pastoral counseling, and ethical or moral instruction. e. Performs duties as ethical advocate to the commander in the prevention of dehumanizing treatment of friendly troops, EPW and civilians, the violation of codes of morality, illegal acts, desecration of sacred places, and disrespect for human life. <p>6. Unit Ministry Team provides information on indigenous religions.</p> <ul style="list-style-type: none"> a. Advises the commander of the impact of indigenous religion(s) in the command's mission. b. Advises the commander in developing friendly relations with local religious bodies and civilians. c. Identifies human welfare needs caused by combat on indigenous population. d. Coordinates alleviation of human welfare needs with foreign nation military and civilians' religious institutions. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: CSS AMO

TASK: Provide Automation Support (63-6-4043)
 (AR 25-1) (FM 100-10) (FM 3-4)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Subordinate, attached, and supported units have requested ADP support. The unit higher and lower TSOPs are available. The OPORD with annexes and the service support order has been analyzed. The STAMIS has been determined. The tactical situation may require implementation of the automated supply system COOP. The unit supporting COOP has been designated. This task may be performed in a field or MOUT environment. Task steps within this task are performed simultaneously. SCPE is on hand for field-expedient and natural shelter are available. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Automated logistics support operations are conducted IAW the automation assistance office SOP. At MOPP4, performance degradation factors seriously limit automation support activities.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. CSS AMO supports the SARSS. <ol style="list-style-type: none"> a. Coordinates SARSS data management operations with Support Operations and subordinate units. b. Transfers data via communication links to higher and subordinate units. c. Identifies automated retail supply system support requirements by reviewing SARSS ECP-S submitted by subordinate and attached units. d. Prepares SARSS ECP-S. e. Forwards SARSS ECP-S to higher AMO. 2. CSS AMO supports the SPBS-R. <ol style="list-style-type: none"> a. Transfers incoming property book data to SPBS-R. b. Distributes output to Property Book-Class VII Section. c. Coordinates with Property Book-Class VII Section for property book documentation requirements. d. Identifies automated property book support requirements by reviewing SPBS-R ECP-S submitted by subordinate and attached units. e. Prepares SPBS-R ECP-S. f. Forwards SPBS-R ECP-S to higher AMO. 3. CSS AMO supports SAMS. <ol style="list-style-type: none"> a. Transfers incoming maintenance data to SAMS. b. Coordinates with maintenance management branches on maintenance documentation requirements. c. Distributes reports to maintenance management branches and subordinate units. d. Identifies automated maintenance system support requirements by reviewing SAMS ECP-S submitted by subordinate and attached units. e. Prepares SAMS ECP-S. f. Forwards SAMS ECP-S to higher AMO. g. Coordinates SAMS data management operations with maintenance management branches and subordinate units. 4. CSS AMO implements the COOP. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> a. Coordinates COOP with Support Operations Officer. b. Coordinates COOP with designated supporting unit using the appropriate BFACS, radio, or wire. c. Provides copy of files to supporting command. d. Maintains duplicate files of SARRS supply data, as applicable. e. Provides supply documents to supporting unit for processing. f. Identifies supply management requirements by reviewing supply management documentation provided by supporting unit. g. Provides COOP status update to the commander. <p>5. CSS AMO manages the SCP program.</p> <ul style="list-style-type: none"> a. Coordinates SCP implementation with supply and services staff, subordinate and attached units. b. Provides SCP technical assistance to subordinate and attached units. c. Programs SCP to CSS AMO hardware. <p>6. CSS AMO supports DAMMS-R.</p> <ul style="list-style-type: none"> a. Transfers incoming transportation data to DAMMS-R. b. Coordinates with the MCO on transportation documentation requirements. c. Distributes reports to transportation managers and subordinate units. d. Identifies automated transportation system support requirements by reviewing DAMMS-R ECP-S submitted by transportation managers. e. Prepares DAMMS-R ECP-S. f. Forwards DAMMS-R ECP-S to higher AMO. g. Coordinates DAMMS-R data management operations with transportation managers and subordinate units. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Support Operations Office
 Distribution Management Section
 Property Book Office

TASK: Manage Replacement of Weapons Systems (63-6-4046)
 (FM 100-9) (AR 710-2) (FM 100-10)
 (FM 3-4) (FM 3-5)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Requirements have been received to replace combat equipment and crews, and the supported command's has requested a weapon system replacement status update. Class VII items are intensively managed and command controlled. Class VII replacement(s) are based on combat losses reported through command channels to the supported command's G3 and G4 via CSSCS. Weapon system replacement-managed items have been identified. The Support Operations Section Distribution Management personnel (or, depending on the organization, MMC personnel) coordinates/directs appropriate actions within the supported command to ensure weapon systems are ready for issue. Weapons System Managers (WSMs) have been appointed. WSMs have the authority for direct coordination with the supported command's staff and subordinate units to conduct the replacement of weapon systems. Sufficient weapon system replacement items and crews are not presently available by the supported command to satisfy all battle losses. The priority of issue of replacement items has not been established. New crews may require training. Link-up points have not been established. Task steps within this task are performed simultaneously. Although SCPE is on hand, the Support Operations Section is operating in field-expedient and natural shelters under reduced manpower conditions. This task may be performed in a field or MOUT environment. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Weapon systems are replaced within the time frames established in the service support annex and the TSOP. AT MOPP4, performance degradation factors increase weapon systems replacement management activities completion times.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Support Operation Section (or depending on the organization, MMC personnel) manages Class VII weapon systems. <ol style="list-style-type: none"> a. Identifies weapons system replacement requirements by reviewing spot battle loss reports and weapons systems status reports. b. Identifies number of weapon systems in DS maintenance. c. Identifies number of weapon systems replacement items available. d. Coordinates priority of issue of weapons system replacement items with appointed WSM using the appropriate BFACS, radio, or wire. e. Coordinates replacement item transportation with supported command's G4 and MCO. f. Supervises issue based on established priorities. g. Verifies receipt of equipment by requesting unit. h. Provides weapon system replacement status update to WSM using the appropriate BFACS, radio or wire. 2. Support Operations Section coordinates replacement of weapon systems. <ol style="list-style-type: none"> a. Coordinates weapons system crew replacements with the Personnel Management Branch of the supported command or corps Adjutant General's Office and Property VII Branch. b. Coordinates weapon system replacement crew training with G3. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Coordinates status of weapons system replacements with materiel managers. d. Coordinates repair status of replacement items with supported command's Maintenance Office. e. Coordinates supply status of replacement items with property book personnel. f. Designates points for weapons system and crew. g. Coordinates priority of issue of replacement items with supported command subordinate unit WSM using the appropriate BFACS, radio, or wire. h. Coordinates priority of issue of replacement items with the G3 using the appropriate BFACS, wire, or radio. i. Monitors status of unified replacement requirements to determine problem areas and corrective actions. j. Provides replacement status update to supported commander.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S4 Section
S2/3 Office

TASK: Direct Area Damage Control Operations (63-6-4050)
(FM 100-14) (FM 100-10) (FM 3-4)
(FM 5-103)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Threat attacks have caused destruction to units and facilities in the AO. Limited logistics support operations are reinstated. Complete restoration of logistics operations is required for sustainment of combat operations. OPORD, rear operations annex is available. ADC teams are designated. The commander has established ADC priorities. The higher HQ provides limited assistance. SCPE is on hand or field-expedient and natural shelters are available, whichever applies. The task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Restoration activities are conducted and additional requirements are coordinated IAW commander's priorities and guidance, OPORD, and TSOP. At MOPP4, performance degradation factors minimally decrease ADC activities.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S2/3 Section and S4 Section establish Control and Assessment CP. <ol style="list-style-type: none"> a. Identify personnel requirements for Control and Assessment CP. b. Identify established policies and procedures by reviewing the rear operations order and the TSOP. c. Set up ADC situation maps. 2. S2/3 Section and S4 Section coordinate base cluster restoration activities. <ol style="list-style-type: none"> a. Identify requirements and taskings by reviewing ADC plan and TSOP. b. Alert Control and Assessment Teams. c. Establish ADC communications to transmit all required communications. d. Coordinate ADC operations with the supported command HQ G3 and RAOC using the appropriate BFACS, radio, or wire. e. Maintain ADC situation maps. f. Establish control of affected subordinate units. g. Calculate logistics and CHS effectiveness of subordinate units. h. Release operational subordinate units to commanders for continuance of support mission. i. Forward unit effectiveness reports to the supported command HQ G3 and RAOC using the appropriate BFACS, radio, or wire. j. Provide ADC operational update to commander using the appropriate BFACS, radio, or wire. 3. S2/3 Section and S4 Section direct recovery activities. <ol style="list-style-type: none"> a. Establish priorities for affected facilities. b. Task subordinate elements for rescue and decontamination teams, as required using the appropriate BFACS, radio, or wire. c. Provide locations of decontamination sites to subordinate units using the appropriate BFACS, radio, or wire. d. Identify locations of emergency food, clothing, water, and shelter. e. Coordinate emergency treatment and evacuation with the MOB using the appropriate BFACS, radio, or wire. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
4. S2/3 Section and S4 Section coordinate additional support requirements. <ul style="list-style-type: none"> a. Coordinate engineer support with the RAOC using the appropriate BFACS, radio, or wire. b. Coordinate MP support with the RAOC using the appropriate BFACS, radio, or wire. c. Coordinate EOD support with the RAOC using the appropriate BFACS, radio, or wire. d. Coordinate labor support with the RAOC using the appropriate BFACS, radio, or wire. e. Coordinate additional ADC requirements with the supported command HQ G3 and COSCOM G3 Section using the appropriate BFACS, radio, or wire. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Support Operations Office
 Distribution Management Section
 General Supply Office
 Property Book Office
 Division Maintenance Office

TASK: Conduct Division Support Operations (63-6-4120)
 (FM 10-27) (FM 10-27-1) (FM 10-27-2)
 (FM 10-27-3) (FM 10-27-4) (FM 10-426)
 (FM 10-52) (FM 10-67) (FM 10-67-1)
 (FM 10-67-2)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Division tactical operations are underway and logistics requirements are being generated by supported units. The headquarters has analog and/or digital communication with higher and lower HQ. The higher HQ OPORD with annexes, status reports, maps, and overlays are continuously updated using Battlefield Functional Control Systems (BFACS), STAMIS input, and movement tracking devices. Unit higher and lower TSOPs are available. Support Operations provides total asset and in transit visibility (TAV/ITV) of: commodities, movements, units within, units assigned, units in or units out bound from the area of responsibility. Support Operations maintains total distribution pipeline information by collecting, collating, and analyzing horizontal and vertical TAV/ITV information. Support Operations has authority to direct, redirect, cross-level, or mass division logistics resources at critical times and places. Sustainment controls have been established by the service support annex. Support Operations personnel may operate from field expedient and/or natural shelters under reduced manpower conditions, both day and night. The unit is subject to air, NBC, and Level I ground attacks. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Division-level logistics commodities/activities are managed with TAV/ITV of all commodities, movements, and units within, assigned, inbound or outbound to the division's area of responsibility IAW command directives. At MOPP4 performance degradation factors increase time required to manage distribution systems.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Support Operations provide division units with centralized, integrated, and automated C2 and planning for logistics operations. <ul style="list-style-type: none"> a. Implements materiel management operational procedures prescribed by the DISCOM Commander, OPORD/OPLAN, and TSOP. b. Directs split base setup and operations as may be required by METT-TC. c. Provides management control over all materiel for the division, except Class VIII. d. Provides input to the Division G2/3 and G4 on logistical plans and orders. e. Advises the DISCOM Commander and staff on the availability of supplies. f. Advises the DISCOM Commander and staff on maintenance operations/status. g. Coordinates with COSCOM MMC to execute evacuation of materiel, resupply operations, and technical assistance. h. Prepares and distributes Division-wide materiel management directives. i. Coordinates supply priorities with the Division G2/3 and G4. j. Coordinates supply controls with the Division G4 and COSCOM MMC. k. Implement plans, estimates, and directives for supply and maintenance operations. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> <li data-bbox="305 239 1214 296">l. Develops and controls the Division's ASL stocked by the Division Support Battalion. <li data-bbox="305 302 1214 359">m. Provides direction, in coordination with the Division G3 mode of delivery, for the issuing of supplies to supported units. <li data-bbox="305 365 1214 392">n. Approves and monitors Division PLLs. <li data-bbox="305 399 1214 455">o. Coordinates with maintenance units on requirements for the processing of equipment prior to issue. <li data-bbox="305 462 1214 518">p. Maintains management records on Class II, III (package), and IV supplies. <li data-bbox="305 525 1214 581">q. Maintains the Division property book, Army equipment status reporting data, and the Class IX system. <li data-bbox="305 588 1214 644">r. Assists the Division G4 in developing plans for purchasing and contracting service relating to host nation supplies and services. <li data-bbox="305 651 1214 678">s. Maintains the Army equipment status reporting data. <li data-bbox="305 684 1214 711">t. Manages the Army equipment status reporting system for the Division. <ol style="list-style-type: none"> <li data-bbox="240 718 1214 1050">2. Distribution Management Section provides centralized distribution management. <ol style="list-style-type: none"> <li data-bbox="305 779 1214 835">a. Develops the battlefield distribution scheme for the division in coordination with EAD supporting units. <li data-bbox="305 842 1214 898">b. Identifies required resources for an effective battlefield distribution system program. <li data-bbox="305 905 1214 989">c. Makes recommendations to the Division Support Operations Officer on future disposition of distribution assets to satisfy tactical commander's concept of operations and the DISCOM commander's concept of support. <li data-bbox="305 995 1214 1050">d. Maintains the total asset visibility and intransit visibility of all commodities within the division area. <li data-bbox="240 1073 1214 1528">3. General Supplies Section manages the distribution of General Supplies to divisional units/elements. <ol style="list-style-type: none"> <li data-bbox="305 1134 1214 1190">a. Directs the Class I Supply Branch in requisitioning of Class I supplies for divisional and attached units/elements. <li data-bbox="305 1197 1214 1253">b. Directs the Class I Supply Branch in the distribution and short-term storage of Class I supplies. <li data-bbox="305 1260 1214 1344">c. Directs the Class III and Water Supply Branch in requisitioning of Class III Bulk, Class III (P) supplies, and water for divisional and attached units/elements. <li data-bbox="305 1350 1214 1407">d. Directs the Class III and Water Supply Branch in the distribution and short-term storage of Class III supplies and water. <li data-bbox="305 1413 1214 1470">e. Directs the Class II and IV Supply Branch in requisitioning of Class II and IV supplies for divisional and attached units/elements. <li data-bbox="305 1476 1214 1528">f. Directs the Class II and IV Supply Branch in the distribution and short-term storage of Class II and IV supplies. <li data-bbox="240 1551 1214 1797">4. Property Book -- Class VII Officer directs the distribution of and accounting for Major End Items of Supply to Divisional units/elements. <ol style="list-style-type: none"> <li data-bbox="305 1612 1214 1640">a. Supervises Division-level Class VII requisition processes. <li data-bbox="305 1646 1214 1673">b. Supervises Division-level Class VII Supply Accounting procedures. <li data-bbox="305 1680 1214 1736">c. Provides the command group, staff sections, and unit accountable personnel with Class VII, equipment on-hand information/reports. <li data-bbox="305 1743 1214 1797">d. Manages the Division Master Property Records and maintains the Division Property Book. <li data-bbox="240 1820 1214 1871">5. Maintenance Office personnel manage Division maintenance requirements and activities. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
a. Design and Manage Class IX supply and maintenance for all items of materiel, less medical and COMSEC. b. Collect, analyze, and report maintenance statistics and tracks modification work orders. c. Plan/forecast future maintenance requirements. d. Employ the Standard Army Maintenance System (SAMS) in functions such as maintenance control and MWO tracking.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: Class III & Water Supply Branch

TASK: Manage Class III and Water (Bulk) (63-6-4121)
 (FM 63-1) (FM 10-27-2) (FM 10-67)
 (FM 10-67-2) (FM 17-95)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Class III and Water (Bulk) requirements are being generated by division and attached units. The headquarters has analog and/or digital communication with higher and lower HQ. The higher HQ OPORD with all annexes, status reports, maps, overlays, and other required documents are continuously updated using Battlefield Functional Control Systems (BFACS), STAMIS, and movement tracking devices. Unit higher and lower TSOPs are available. Class III and Water (Bulk) sustainment controls and priorities are established within the OPORD support annex. Class III and Water (Bulk) consumption estimates are received from the supported units through higher HQ staff element(s). Supply methods and procedures are METT-TC dependent. The General Supply Office (GSO) Class III and Water Support Branch monitors operations by analog and digital means of communications and by courier. SCPE is on hand or field-expedient natural shelters are available. The Support Operations Section provides total asset and in transit visibility (TAV/ITV) of: commodities, movements, units within, units assigned, units in or units out bound from the area of responsibility. The Support Operations Section maintains total distribution pipeline information by collecting, collating, and analyzing horizontal and vertical TAV/ITV information. Support Operations Section has authority to direct, redirect, cross-level, or mass logistics resources at critical points in the Division. Sustainment controls have been established by the service support annex. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Class III and Water (Bulk) support is continuous from the outset of the operations at levels that sustains the momentum of the operations. Preplanned bulk fuel and water resupply operations are executed IAW the higher HQ Service Support Annex. Supported units' basic loads are maintained at the levels directed by higher HQ. At MOPP4 performance degradation factors increase time required to provide Class III and water (Bulk) support.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Class III and Water Supply Branch manages bulk petroleum and water. <ul style="list-style-type: none"> a. Identifies all sustainment controls and priorities established in the service support annex. b. Maintains listings of current location(s) of Class III(B) supply points in the DSA. c. Monitors the division's daily consumption reports to ensure compliance with sustainment controls identified in the service support annex. d. Monitors the division's daily bulk fuel forecasts provided by the supported units. e. Consolidates and forwards forecasted bulk petroleum requirements to the Corps MMC. f. Maintains records of current petroleum storage capabilities of supporting supply and transport units. g. Monitors supported maneuver unit's basic load status in coordination with Division G4 to ensure they are maintained at prescribed levels. h. Coordinates throughput of bulk product with the supporting petroleum units and the Corps MMC. i. Coordinates resolution of actual or anticipated Class III(B) problems with Division support operations and Corps MMC. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> j. Provides Class III(B) status updates to the DISCOM Commander, XO, S2/3, and Division support operations OIC. k. Conducts continuous logistics preparation of the battlefield. <p>2. Class III and Water Supply Branch conducts supply support activities.</p> <ul style="list-style-type: none"> a. Coordinates Class III(B) delivery schedules with the Corps MMC, Corps transportation activities, and Division support operations OIC. b. Manages Class III(B) stock control for the DSA petroleum supply points to ensure compliance with sustainment controls identified in the service support annex. c. Coordinates Class III(B) Petroleum Supply unit deliveries to supported units through the supported unit S4 staff personnel. d. Monitors Class III(B) distribution point(s) daily status reports to verify current bulk Class III level. e. Coordinates with the Division support operations Branch, Corps MMC, and supporting CSG for Class III(B) direction, redirection, cross-leveling or massing of petroleum distribution resources to meet surge requirements. f. Provides Class III(B) status updates to the DISCOM Commander and Division support operations branch staff personnel and supported unit S4s. <p>3. Class III and Water Supply Branch manages the bulk water distribution system.</p> <ul style="list-style-type: none"> a. Maintains information on the current locations of all water points. b. Coordinates water deliveries to distribution points with Corps MMC and the Division support operations personnel. c. Coordinates water support with Corps MMC and Division support operations. d. Coordinates bottle water contract and resupply, as required. e. Provides water supply status updates to the DISCOM Commander, DMMC Chief, GSO, Division support operations Branch staff personnel and supported unit S4s, as required f. Monitors water status issues on the Commander's Critical Tracked Items List. g. Coordinates with the Medical Troop's Preventive Medicine NCO to conduct water quality assurance inspection testing. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: Class V Supply Branch

TASK: Manage Class V (63-6-4122)
 (FM 63-1) (FM 17-95) (FM 3-100.4)
 (FM 9-6)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Class V requirements are being generated by divisional and attached units engaged in tactical operations. Division tactical operations are underway and logistics requirements are generated by the supported command and attached units. The headquarters has analog and/or digital communication with higher and lower HQ. The higher HQ OPORD with all annexes, status reports, maps, overlays, and other required documents are continuously updated using Battlefield Functional Control Systems (BFACS), STAMIS, and movement tracking devices. Unit higher and lower TSOPs are available. The Support Operations Section provides total asset and in transit visibility (TAV/ITV) of: commodities, movements, units within, units assigned, units in or units out bound from the area of responsibility. The Class V Section maintains total distribution ammunition information by collecting, collating, and analyzing horizontal and vertical TAV/ITV information. Class V Section has authority to direct, redirect, cross-level, or mass logistics resources at critical points in the Division. Sustainment controls have been established by the service support annex. Although SCPE is on hand, the Class V Section operates from field expedient and/or natural shelters under reduced manpower conditions, both day and night. The unit is subject to air, NBC, and Level I ground attacks. The unit, higher, and lower TSOPs are available. Class V sustainment controls and priorities have been established in the TSOP and/or OPORD. Class V status reports are received from G4/S4 channels and supporting units. Supply methods and procedures are dictated by the type of combat operations. Ammunition Supply Points (ASPs) and Ammunition Transfer Points (ATPs) are operational in the AO. Division Ammunition Office personnel monitor operations by analog and/or digital means and/or courier. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Class V materiel management support is continuous from the outset of the operation at levels that sustain the momentum of the operation IAW higher HQ service support annex. Basic loads for AO supported units are maintained at a level directed by higher HQ. At MOPP4, Class V predesignated degradation supply levels are maintained.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Class V Supply Branch personnel manage ammunition supply sustainment operations. <ul style="list-style-type: none"> a. Identify all sustainment controls and priorities in higher HQ service support annex. b. Direct maintenance of ammunition supply records, including: <ul style="list-style-type: none"> (1) The tracking of ammunition allocations. (2) The recording of credits, debits, and expenditures for all supported units to include monitoring of: <ul style="list-style-type: none"> (a) Basic loads. (b) Special task force requirements. (c) CSR, RSR, and data on special ammunition. c. Provide staff coordination for the operation of the ATPs through DAO representatives d. Maintain current locations of all maneuver squadron ATPs, corps CSPs, ASPs, ATPs and any stockpiles in the AO. e. Monitor Class V requisitions and issues from the ATP to supported units with the supported unit's S4. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> f. Coordinate Class V diversions to meet unexpected surge requirements -- coordinates with supporting unit S4s, Support Operation Section, and ASP/ATP(s). g. Maintain records of current Class V stockage level of all units in AO. h. Coordinate resolutions of actual or anticipated Class V problems with the higher HQ staff elements, Support Operation Section, and issuing units using wire, radio, or CSSCS. i. Maintain visibility of ammunition flatracks within area of responsibility. j. Monitor ammunition items on the Commander's Tracked Items List. k. Conduct continuous Class V logistics preparation of the battlefield for the offensive and defense. l. Monitor environmental stewardship protection program procedures. m. Represent the Support Operations Officer and the DISCOM Commander on matters related to ammunition requirements and availability. <p>2. Class V Supply Branch personnel perform ammunition management functions as directed by the Supply Management and Support Operations Officer.</p> <ul style="list-style-type: none"> a. Enforce CSRs as determined by the G3 and G4 b. Approve ammunition requirements for users. c. Coordinates resupply of ammunition in conformance with CSRs. d. Monitor the Division' ammunition stocks for safety, serviceability, maintenance, and security. e. Provide technical assistance for ATP operations, including: supply, transportation, handling, and storage operations. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Property Book Office
Property Book Teams (7)

TASK: Manage Class VII (Property Book) (63-6-4123)
 (FM 10-27) (FM 10-15) (FM 10-27-2)
 (FM 10-27-3) (FM 17-95) (FM 3-100.4)
 (FM 63-1)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Division tactical operations are underway and logistics requirements, including Class VII requirements, are being generated by division and attached units. Class VII and property book requirements are generated by battle loss reports or requisitions. The headquarters has analog and/or digital communication with higher and lower HQ. The higher HQ OPORD with all annexes, status reports, maps, overlays, and other required documents are continuously updated using Battlefield Functional Control Systems (BFACS), STAMIS, and movement tracking devices. Unit higher and lower TSOPs are available. The Distribution Management Section provides total asset and in transit visibility (TAV/ITV) of: commodities, movements, units within, units assigned, units in or units out bound from the area of responsibility. The Class VII Section maintains total distribution information by collecting, collating, and analyzing horizontal and vertical TAV/ITV information. Class VII Section has authority to direct, redirect, cross-level, or mass Class VII resources at critical points in the Division. Sustainment controls have been established by the service support annex. Although SCPE is on hand, the Class VII Section operates from field expedient and/or natural shelters under reduced manpower conditions, both day and night. The unit is subject to air, NBC, and Level I ground attacks. Class VII and property book support operations are ongoing. Sustainment controls and priorities have been established by OPORD or TSOP. Supply methods and procedures are dictated by the type of combat operation. Division-level Property Book Class VII personnel monitor operations by analog and digital means of communications and by courier. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Class VII and property book support are continuous from the outset of the operation at levels that sustain the momentum of combat operation IAW the higher HQ service support annex. At MOPP4, predetermined degradation support levels are maintained.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Supply Management Officer manages Class VII materials as the Property Book Officer. <ul style="list-style-type: none"> a. Monitors Class VII requisitions and issues between Brigade S4s and COSCOM for compliance with sustainment controls in the higher HQ service support annex. b. Monitors battle loss reports to identify Class VII replacement requirements c. Controls all input to and output from the automated processed supporting the property book system d. Controls the automated processes to the extent of establishing and modifying master and subsidiary files as necessary. e. Controls the automated processes of establishing working parameters for the automated processes and directing the execution of desired processes. f. Monitors two property account technicians and other section personnel while developing requirements for current and contingency operations. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> g. Coordinates Class VII deliveries with Brigade S4, S2/3 Section, Support Operations Section, and COSCOM. h. Coordinates the return to supply channels of excess serviceable and unserviceable end items as required and coordinate equipment processing for issue in the brigade. i. Coordinates resolution of Class VII supply problems with the higher HQ, Brigade S4, and S2/3 Section, and the Support Operation Section. j. Monitors Class VII items on the Commander's Tracked Items List. k. Conducts continuous logistics preparation of the battlefield. <p>2. Property Book Team Chief manages Class VII supply operations.</p> <ul style="list-style-type: none"> a. Creates requisitioning, editing, document control, and report teams. b. Processes Class VII data on supply transaction documents and provide them as input for processing by the CSSAMO. c. Provides input for the PBO to provide to the appropriate staff of higher HQs as directed. d. Coordinates weapon system replacement operations with higher HQ staff element. e. Processes equipment readiness listings used in preparing the unit status report. f. Verifies adjustment documents to ensure completeness and compliance with appropriate procedures and regulations. g. Manages hand-receipt accounts for the supported units. h. Provides reports and makes recommendations on redistribution of excess property to the supported unit S4 and S2/3 Section, the Supply Management Officer, and the Support Operations Branch. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Class I Supply Branch
 Class III & Water Supply Branch
 Class II-IV Supply Branch

TASK: Manage Class I, II, III(P), and IV (63-6-4124)
 (FM 10-27-3) (FM 10-15) (FM 10-23)
 (FM 10-27) (FM 17-95) (FM 63-1)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Class I, II, III(P), and IV supply requirements are being generated by divisional and attached units. The headquarters has analog and/or digital communication with higher and lower HQ. The higher HQ OPORD with all annexes, status reports, maps, overlays, and other required documents are continuously updated using Battlefield Functional Control Systems (BFACS), STAMIS, and movement tracking devices. Unit higher and lower TSOPs are available. The Distribution Management Section maintains total distribution pipeline information by collecting, collating, and analyzing horizontal and vertical TAV/ITV information. The division's Support Operations Officer has authority to direct, redirect, cross-level, or mass logistics resources at critical points in the division. Sustainment controls have been established by the service support annex. Support Operations branches and sections may work from SCPE or field expedient and natural shelters. The unit is subject to air, NBC, and Level I ground attacks. CSS sustainment controls and priorities have been established. SCPE is on hand or field expedient natural shelters are available. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Class I, II, III(P), and IV support are continuous from the outset of the operation at levels that sustain the momentum of combat operation IAW the higher HQ service support annex. At MOPP4, predetermined degradation support levels are maintained.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Class I Supply Branch manages division subsistence support. <ul style="list-style-type: none"> a. Monitors requisitions and issues between supported units and issuing Class I break points for compliance with sustainment controls in the higher HQ service support annex. b. Coordinates the Class I distribution point operation schedule with the Corps MMC. c. Coordinates resolution of Class I supply problems with Corps MMC and CSG representatives concerning on-hand and due-in assets against requirements. d. Converts supported unit's daily strength reports into consolidated ration request based on the division's ration cycle. e. Distributes ration requests to the supporting Supply and Service Company Class I element for delivery to the supported units. f. Determines the division's Class I requirements (and bottled water if applicable) and forwards the requisitions through division G4 food service personnel to the Corps MMC for resupply. g. Coordinates with Division Movements Control Office for assets required to deliver rations to supported units. h. Monitors ration shipments from Corps-level units/activities into the DSA and/or supported unit areas. i. Coordinates emergency or air resupply with higher HQ, supported units and issuing units. j. Coordinates with Corps MMC and CSG Food Advisor(s) using enablers. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>k. Monitors Class I items on the Commander's Critical Tracked Items List.</p> <p>l. Coordinates all subsistence supply support matters with designated Corps MMC/GSO personnel.</p> <p>m. Coordinates with the supporting manager of Class I for throughput of rations to the lowest levels of the supported units.</p> <p>n. Monitors veterinary food safety procedures.</p> <p>o. Informs DISCOM Commander, Distribution Management Chief, and the GSO on Class I matters, as required.</p> <p>2. Class III and Water Supply Branch manages the supply of bulk fuel and water to division elements.</p> <p>a. Directs the acquisition of bulk fuel.</p> <p>b. Directs storage, inspection, and testing of bulk fuel.</p> <p>c. Directs the distribution of bulk fuel.</p> <p>d. Directs the preparation of reports and maintenance of records pertaining to bulk fuel accounting and distribution.</p> <p>e. Supervises the acquisition, storage, inspection, and testing of bulk water to division elements.</p> <p>f. Supervises the issue/distribution of bulk water.</p> <p>3. Class II-IV Supply Branch manages divisional logistical support.</p> <p>a. Monitors requisitions and issues between supported maneuver units and issuing supply and transport organizations to ensure compliance with sustainment controls of in the higher HQ OPOD service support annex.</p> <p>b. Coordinates resolution of Class II, III(P), and IV supply problems with supporting MMC commodity management personnel and, as required, supporting unit points of contact.</p> <p>c. Ensures that the supported maneuver unit's TSOP/support annex establishes Class II, III(P), and IV items for resupply on a push concept from units above division.</p> <p>d. Distributes divisional Class II, III(P), and IV requirements to appropriate commodity managers in the Corps MMC.</p> <p>e. Monitors Class II, III(P), and IV items on the Commander's CTIL.</p> <p>f. Coordinates with the supporting materiel manager of Class II and III(P) to throughput supplies to the lowest level maneuver squadron.</p> <p>g. Ensures flatracks are expeditiously returned to the distribution system.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Repair Parts Branch
 Division Maintenance Office
 Armament-Combat Vehicle Branch
 Automotive-Ground Support Equipment Branch
 Communications-Electronics Branch
 Aviation Branch
 Missile Branch

TASK: Manage Class IX (Repair Parts) and Maintenance Activities (63-6-4125)
 (FM 4-30.3) (AR 750-1) (FM 10-27-3)
 (FM 17-95) (FM 3-100.4) (FM 63-1)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Class IX materiel and maintenance requirements are being generated by division units engaged in tactical operations. The Division Support Operations Office has analog and/or digital communications with higher and lower HQ. Division tactical operations are underway and logistics requirements are generated by the supported command and attached units. The higher HQ OPORD with all annexes, status reports, maps, and overlays are continuously updated using Battlefield Functional Control Systems (BFACS), STAMIS, and movement tracking devices. Unit higher and lower TSOPs are available. The Repair Parts Branch has authority to direct, redirect, cross-level, or mass logistics resources at critical points in the division. Sustainment controls have been established by the service support annex. Although SCPE is on hand, the Repair Parts Branch operates from field expedient and/or natural shelters under reduced manpower conditions, both day and night. The unit is subject to air, NBC, and Level I ground attacks. The unit, higher, and lower TSOPs are available. Class IX materiel sustainment controls and priorities have been established in the OPORD service support annex and/or TSOP. Logistics status reports with equipment readiness data are received from supported units. Maintenance methods and procedures are METT-TC dependent. Division Materiel Management Office (DMMO) personnel monitor CSS operations using analog/digital devices or messenger. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Class IX materiel management and maintenance support is continuous from the outset of operations at levels that sustain operational momentum IAW higher the HQ service support annex. At MOPP4, predesignated degradation maintenance and repair parts supply levels are maintained.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Maintenance Management Officer manages maintenance activities for all items of materiel, less medical and COMSEC. Note: Management is limited to maintenance functions that are generally external to the DSB, DASB, and FSBs. <ul style="list-style-type: none"> a. Supervises the maintenance branches in providing supported units integrated materiel management on a materiel-system basis IAW AR 750-1 and DA PAM 738-750. b. Directs integrated materiel (repair parts supply and maintenance) management for supported units. c. Analyzes supported unit maintenance status information from readiness reports and STAMIS data. d. Identifies sustainment controls and priorities documented in the higher HQ service support annex and/or TSOP. e. Designs and manages the division's repair parts inventories for all items of materiel, less medical and COMSEC. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> f. Directs repair parts issues to supported units. g. Requisitions repair parts supplies through the Corps MMC. h. Maintains liaison with supported unit S4s, S3s, support operations personnel, and Corps MMC Class IX supply managers. i. Advises the DISCOM Commander, Support Operations Officer, and supported unit commanders of situations that could impact the division's maintenance posture. j. Monitors maintenance elements' BDAR efforts to ensure that deadlined critical equipment or weapon systems are quickly repaired and returned to supported units. k. Monitors cannibalization activities within the Division for disposition instructions. l. Keeps records related to Modification Work Orders (MWOs). m. Monitors the maintenance and readiness of all equipment and weapons items on the Commander's Tracked Items List. n. Conducts continuous logistics preparation of the battlefield. o. Tracks and investigates repair parts high priority requisitions. p. Briefs Support Operations Officer and Commander on supported unit maintenance status IAW TSOP. <p>2. Armament and Combat Vehicle Branch performs integrated materiel management for weapon systems and combat vehicles.</p> <ul style="list-style-type: none"> a. Provides materiel management for selective repair parts items that are critical or maintenance significant to the operational readiness of those weapon systems. b. Recommends maintenance data requirements and reporting format for weapon systems. c. Implements/supervises ADP collection procedures for weapons system maintenance data reporting. d. Analyzes weapon systems data/reports (automated and manual) to identify trends and/or problem areas that indicate a need for actions by maintenance and staff elements. e. Compiles special reports on the status of division weapons systems, including: <ul style="list-style-type: none"> (1) Artillery weapons. (2) Individual and crew-served weapons. (3) common-type armament tools. (4) Common-type armament tool and shop sets. f. Assists in developing materiel management policies and plans with recommended corrective actions. g. Provides disposition instructions (in conjunction with property book/Class VII section) for unserviceable weapon systems/weapon system components when these items exceed the repair capabilities or capacities of supporting maintenance organizations. h. Develops weapon systems maintenance plans to support projected division combat operations. i. Monitors organizational maintenance operations to include evaluation procedures and use of maintenance equipment and personnel. j. Maintains the status of all MWOs for weapon systems/weapon system components and recommending priorities for the completion of MWOs. k. Maintains weapon system coordination and exchange information, in conjunction with property book/Class VII elements. l. Provides weapon systems maintenance guidance to supported unit commanders with respect to automated information requirements and report formats. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> m. Coordinates with the transportation officer on requirements for the evacuation of materiel from the division area. n. Identifies division materiel that requires calibration in support of the Army Calibrations Program. o. Reviews spectrometric oil analysis reports to determine incipient equipment failures. p. Coordinates with division-level petroleum elements to ensure that petroleum products issued to units meet required specifications. <p>3. Automotive-Combat Vehicle Branch performs integrated materiel management for tactical wheeled and general purpose vehicles.</p> <ul style="list-style-type: none"> a. Performs integrated materiel management for tactical wheeled and general purpose vehicles to include construction equipment, MHE, power generation, and associated test equipment. b. Recommends automotive-combat vehicle maintenance data requirements and reporting format. c. Implements ADP collection procedures and supervise operations of the maintenance data reporting system for automotive-combat vehicles. d. Analyzes data and reports (automated and manual) to identify trends, problem areas, and other information that generates requirements for action by the maintenance and staff elements related to automotive-combat vehicles. e. Compiles special reports on the status of automotive-combat vehicles within the division. f. Assists in developing materiel management policies and plans with recommended corrective actions related to automotive-combat vehicles. g. Provides disposition instructions (in coordination with property book/Class VII section) for unserviceable automotive-combat vehicles/items of equipment when these items have faults that exceed the repair capabilities of supporting maintenance organizations. h. Develops maintenance plans for automotive-combat vehicles to support projected division combat operations. i. Monitors brigade organizational maintenance operations and evaluating procedures and use of equipment and personnel as they relate to automotive-combat vehicles. j. Maintains the status of all MWOs for automotive-combat vehicles and recommends priorities for the completion of MWOs. k. Maintains automotive-combat vehicles maintenance coordination and exchange information with the property book/Class VII section. l. Provides guidance and information to supported unit commanders related to automated informational requirements and report formats for management of automotive-combat vehicles. m. Coordinates with division or higher-level transportation elements for the evacuation of automotive-combat vehicles from the division area, as required. n. Identifies divisional automotive-combat vehicles and associated components that require calibration in support of the Army Calibrations Program. o. Reviews spectrometric oil analysis reports related to automotive-combat vehicles to determine incipient equipment failures. p. Coordinates with division-level petroleum specialists to ensure that petroleum products issued to units meet required specifications for automotive-combat vehicles. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>4. Communications-Electronics Branch performs integrated materiel management for communications equipment, communications-electronics intelligence equipment, and electronic warfare equipment.</p> <ol style="list-style-type: none"> a. Performs maintenance on combat surveillance equipment, target acquisition equipment, and night vision equipment. b. Maintains maintenance records of all C-E maintenance performed on supported units equipment. c. Coordinates additional C-E maintenance requirements with the Corps MMC. d. Assists S2/3 and support operations personnel in selecting CP locations for best communications reception. e. Recommends maintenance data requirements and reporting formats tracking C-E maintenance status. f. Implements ADP collection procedures and supervise operations of the maintenance data reporting system. g. Analyzes C-E maintenance data and reports (automated and manual) to identify trends, problem areas, and other information that generates requirements for action by the maintenance and staff elements. h. Compiles special reports on the status of division equipment, as required. i. Assists in developing materiel management policies and plans for C-E with recommended corrective actions. j. Provides disposition instructions (in conjunction with property book/Class VII personnel) for unserviceable items of C-E when these items exceed the repair capabilities or capacities of the supporting maintenance organizations. k. Develops maintenance plans related to C-E to support projected regiment combat operations. <ol style="list-style-type: none"> l. Monitors brigade organizational C-E maintenance operations and evaluating procedures and use of equipment and personnel. m. Maintains the status of all C-E-related MWOs for equipment and recommends priorities for MWO completions. n. Maintains C-E coordination and exchange information with the property book/Class VII section to include the status of end item supply. o. Coordinates with the Transportation Officer on requirements for the evacuation of C-E materiel from the division area. p. Identifies division C-E materiel that requires calibration in support of the Army Calibrations Program. <p>5. Aviation Branch and Missile Branch personnel perform integrated materiel management for aviation and missile systems.</p> <ol style="list-style-type: none"> a. Perform integrated repair parts materiel management for aviation and missile systems deployed in the division units. b. Monitor DS maintenance to combat units that have aviation or missile systems. c. Monitor aviation and/or missile systems critical repair parts stock for expedient repair capability. d. Maintain liaison with the Corps MMC and supporting maintenance units for aviation or missile systems repair support that exceeds the division's capabilities. e. Recommend maintenance data requirements and reporting format for aviation and/or missile systems deployed in division units. f. Implement ADP collection procedures and supervise operations of the maintenance data reporting system as related to aviation and/or missile systems. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>g. Analyze data and reports (automated and manual) to identify trends, problem areas, and other information that generates requirements for action by the maintenance and staff elements as related to aviation and/or missile systems.</p> <p>h. Compile special reports on the status of division aviation and/or missile systems.</p> <p>i. Assist in developing aviation and/or missile systems materiel management policies and plans with recommended corrective actions.</p> <p>j. Provide disposition instructions (in conjunction with property book/Class VII section) for unserviceable aviation and/or missile as well as aviation systems/missile system components when these items exceed the repair capabilities or capacities of the supporting maintenance elements.</p> <p>k. Develop aviation and/or missile systems maintenance plans to support projected division combat operations.</p> <p>l. Monitor the division's organizational maintenance operations including: evaluation procedures, and use of equipment and personnel related to maintenance of aviation and/or missile systems.</p> <p>m. Maintain the status of all MWOs for equipment and recommending priorities for the completion of MWOs related to aviation and/or missile systems.</p> <p>n. Maintain aviation and/or missile systems exchange information in coordination with the property book/Class VII section.</p> <p>o. Provide guidance and information to the supported unit commander with respect to aviation and/or missile systems informational requirements and report formats to be satisfied through automated procedures.</p> <p>p. Coordinate with the transportation officer on requirements for the evacuation of aviation and/or missile systems materiel from the division area.</p> <p>q. Identify division aviation and/or missile systems materiel that requires calibration in support of the Army Calibrations Program.</p> <p>r. Review aviation and/or missile systems spectrometric oil analysis reports to determine incipient equipment failures.</p> <p>6. Repair Parts Branch performs integrated repair parts materiel management for items not managed by the other branches.</p> <p>a. Develops and controls the overall ASL-PLL repair parts supply as prescribed in the brigade service support annex.</p> <p>b. Provides advise to DSUs relative to catalog changes.</p> <p>c. Measures automated system performance through the use of appropriate management techniques and tools such as:</p> <ol style="list-style-type: none"> (1) Stock status reports. (2) Daily transaction registers. (3) Daily error and edit transaction listings. <p>d. Recommends data requirements and reporting format related to repair parts management.</p> <p>e. Analyzes reports (automated and manual) to identify trends, problem areas, and other data that generates requirements for action by maintenance and staff elements.</p> <p>f. Compiles special reports on the status of division ASL-PLL, as required.</p> <p>g. Assists in developing ASL-PLL materiel management policies and plans.</p> <p>h. Develops special ASL-PLL distribution/management plans to support projected brigade combat operations, when required.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: Armament-Combat Vehicle Branch

TASK: Manage Armament and Combat Vehicle Maintenance Activities (63-6-4126)
 (FM 4-30.3) (AR 750-1) (FM 3-100.4)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Division tactical operations are underway and logistics requirements are generated by the supported command and attached units. The headquarters has analog and/or digital communication with higher and lower HQ. The higher HQ OPORD with all annexes, status reports, maps, overlays, and other required documents are continuously updated using Battlefield Functional Control Systems (BFACS), STAMIS, and movement tracking devices. Unit higher and lower TSOPs are available. Sustainment controls have been established by the service support annex. Although SCPE is on hand, the Armament and Combat Vehicles Branch may operate from field expedient and/or natural shelters under reduced manpower conditions, both day and night. The unit is subject to air, NBC, and Level I ground attacks. Supported units are deployed and operational. Maintenance sustainment controls and priorities have been established in the OPORD service support annex and/or TSOP. Logistics status reports with equipment readiness data are received from the supported units. The type of current operation dictates maintenance methods and procedures. Division Materiel Management Center (DMMC) personnel monitor operations using analog and digital devices and/or messenger. SCPE is on hand or field expedient natural shelters are available. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Maintenance support is continuous from the outset of operations at levels that sustain operational momentum IAW higher HQ service support annex. At MOPP4, predesignated degradation maintenance and supply levels are maintained.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Armament-Combat Vehicle Branch performs integrated materiel management for armament and combat vehicles. <ol style="list-style-type: none"> a. Identifies sustainment controls and priorities found in the higher HQ service support annex. b. Maintains a list of current location(s) of all related maintenance activities/elements in the AO. c. Monitors status of related work orders, production, backlog, manpower and parts cost. d. Provides related maintenance and readiness updates to the commander and staff and higher HQ staff, as required, using SAMS2. e. Provides related readiness data to Logistics Support Agency. f. Coordinates redistribution of related maintenance workload. g. Provides input appropriate staff elements for continuous logistics preparation of the battlefield. h. Tracks and investigates related Class IX high priority requisitions. i. Coordinates maintenance backup support with appropriate Corps elements/agencies. 2. Armament-Combat Vehicle Branch coordinates/monitors armament and combat vehicle maintenance support activities. <ol style="list-style-type: none"> a. Maintains armament and combat vehicle maintenance status situational awareness at all times using CSSCS and SAMS2. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> b. Coordinates armament and combat vehicle maintenance support activities with higher, lower and supported units using radio, wire, or CSSCS. c. Monitors subordinate units BDAR efforts to ensure focus on armament and combat vehicle maintenance support for systems that have an immediate impact on the combat mission. d. Coordinates vehicular recovery of deadlined armament and combat vehicle equipment to MCPs with the higher HQ staff elements and unit performing the recovery. e. Coordinates armament and combat vehicle maintenance support repair cycle time guidelines with higher HQ staff element and unit performing the repair. f. Monitors armament and combat vehicle maintenance support cannibalization activities at MCPs to ensure compliance with higher HQ disposition instructions. g. Coordinates lateral shifting of evacuation missions with higher HQ and unit responsible for evacuation mission, where backlogs are creating problems in the supported units. h. Coordinates armament and combat vehicle controlled exchange activities with higher HQ and issuing units to ensure compliance with higher HQ directives. i. Monitors repair parts supply operations within the supply element to ensure timely armament and combat vehicle repairs/maintenance. j. Coordinates evacuation of armament and combat vehicles to the rear with higher HQ staff element and the unit performing the evacuation. k. Monitors armament and combat vehicle ORF stock to ensure adequacy and compliance with higher HQ staff element. l. Inspects armament and combat vehicle related ASL change list in coordination other staff members and with the using unit to ensure that only essential items are retained. m. Provides armament and combat vehicle maintenance related report updates to the commander and staff and higher HQ staff, as required. n. Monitors the maintenance and readiness of all armament and combat vehicles found on the Commander's Tracked Items List. o. Monitors environmental stewardship protection program procedures. <p>3. Armament Maintenance Sergeant and/or Maintenance Management NCO coordinate armament and combat vehicle maintenance support during offensive operations.</p> <ul style="list-style-type: none"> a. Maintains situational awareness at all times. b. Coordinates maintenance support with higher, lower, and supported units. c. Coordinates maintenance repair activities to coincide with tactical situation with higher HQ and maintenance unit. d. Provides instructions that directs emphasis on repair of critical items as far forward as possible and at the lowest level. e. Provides instructions that only unserviceable repairable items be reported and that they be recovered no farther than the MSR. f. Provides alert of maintenance backlog and increased backup maintenance support requirements to the higher HQ staff elements. g. Coordinates recovery operations using available recovery and evacuation assets. h. Coordinates uploading of combat-essential ASL and PLL stocks with higher HQ staff element and supporting maintenance units for rapid movement. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> i. Coordinates with subordinate maintenance unit to release ORF items to meet surge needs in coordination with higher HQ staff element. j. Monitors armament and combat vehicle maintenance and readiness on all equipment items on the Commander's Tracked items Lists. k. Monitors environmental stewardship protection program procedures. <p>4. Armament Maintenance Sergeant and/or Maintenance Management NCO coordinates maintenance support during defensive operations.</p> <ul style="list-style-type: none"> a. Maintains situational awareness at all times using CSSCS, radio and wire. b. Coordinates maintenance support using radio, wire, or CSSCS. c. Coordinates maintenance repair parts operations with the higher HQ staff personnel and supporting supply and maintenance units. d. Consolidates operations of different types of maintenance support elements to maximize use of available transportation assets. e. Provides instructions to send maintenance support elements as far forward as can be safely controlled to reduce evacuation requirements. f. Directs maintenance efforts to ensure the return of critical repairable weapons systems to mission capable condition in at least time possible. g. Coordinates relocation of supporting maintenance elements with higher HQ staff personnel and supporting maintenance unit by echeloning supporting elements to the rear. h. Coordinates security requirements for maintenance operations with appropriate operations element(s). i. Monitors maintenance and readiness of all equipment items on the Commander's Tracked Items List. j. Monitors environmental stewardship protection program procedures. <p>5. Armament-Combat Vehicle Branch coordinates maintenance support during retrograde operations.</p> <ul style="list-style-type: none"> a. Maintains situational awareness at all times using CSSCS. b. Coordinates maintenance support with higher, lower and supported units using radio, wire, or CSSCS. c. Identifies units within AO that have recovery capabilities. d. Coordinates limiting the flow of repair parts and replacement components forward with higher HQ and supporting maintenance unit. e. Coordinates additional transportation requirements needed to deploy maintenance elements and critical repairable equipment to the rear with higher HQ staff element and supporting units. f. Coordinates evacuation of maintenance elements that have critical repairables to fallback points as directed by higher HQ staff element. g. Coordinates with higher HQ staff element for cannibalization exception to policy for repairing as many weapons systems and equipment as possible. h. Coordinates for the destruction of critical nonrepairable and noncritical equipment that are not repairable within the established time frame in coordination with the supporting maintenance unit IAW established directives. i. Coordinates for evacuation of supplies and equipment at night and during other periods of limited visibility, if tactical situation permits. j. Coordinates security requirements for maintenance operations with the appropriate operations elements. k. Monitors maintenance and readiness of all equipment and weapons items on the Commander's Tracked Items List. l. Monitors environmental stewardship protection program procedures. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
6. Armament Maintenance Sergeant and/or Maintenance Management NCO coordinate maintenance support in an NBC environment. <ul style="list-style-type: none"> a. Maintain situational awareness at all times using CSSCS. b. Coordinate maintenance support with lower, higher and supported units using radio, wire, or CSSCS. c. Maintain current locations of amount and type of contamination effecting maintenance elements in coordination with S2/3 elements. d. Prioritize contaminated equipment for repairs, recovery, and evacuation in coordination with higher HQ staff element and supporting maintenance elements. e. Coordinate requirements for decontamination teams with higher HQ staff personnel and the S2/3 personnel. f. Monitor maintenance and readiness on all equipment and weapons items on the Commander's Tracked Items List. g. Monitor environmental stewardship protection program procedures. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: Automotive-Ground Support Equipment Branch

TASK: Manage Automotive-Ground Support Equipment Maintenance Activities (63-6-4127)
 (FM 4-30.3) (AR 750-1) (FM 3-100.4)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Division units engaged in field operations generate maintenance requirements for automotive and ground support equipment. The headquarters has analog and/or digital communication with higher and lower HQ. The higher HQ OPORD with all annexes, status reports, maps, overlays, and other required documents are continuously updated using Battlefield Functional Control Systems (BFACS), STAMIS, and movement tracking devices. Unit higher and lower TSOPs are available. Automotive-Ground Support Equipment Branch has authority to direct, redirect, cross-level, or mass logistics resources at critical points in the Division. Sustainment controls have been established by the service support annex. Although SCPE is on hand, the Automotive-Ground Equipment Branch operates from field expedient and/or natural shelters under reduced manpower conditions, both day and night. The unit is subject to air, NBC, and Level I ground attacks. Supported units are deployed and operational. Maintenance sustainment controls and priorities have been established by the Division OPORD service support annex and/or TSOP. Logistics status reports with equipment readiness data are being received from supported units. The type of current operation dictates maintenance methods and procedures. The Division Materiel Management Center (DMMC) monitors operations by analog and/or digital devices and by messenger. SCPE is on hand or field expedient natural shelters are available. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Maintenance support is continuous from the outset of operations at levels that sustain operational momentum IAW higher headquarters service support annex. At MOPP4, predesignated degradation maintenance and supply levels are maintained.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Automotive-Ground Support Equipment Branch supervises maintenance management and readiness visibility. <ul style="list-style-type: none"> a. Identifies all sustainment controls and priorities in the higher HQ service support annex related to automotive-ground support equipment maintenance. b. Maintains a list of current location(s) of all maintenance and supporting elements in the AO. c. Maintains status of work orders, production, backlog, manpower and parts cost related to automotive-ground support equipment maintenance. d. Maintains status of the capabilities of the maintenance system, to include equipment, personnel and vehicles as may be related to automotive-ground support equipment maintenance. e. Provides maintenance and readiness updates related to automotive-ground support equipment maintenance to the commander, staff, and higher HQ staff, as required. f. Provides automotive-ground support equipment maintenance related readiness data to Logistics Support Agency. g. Coordinates with supply organizations in the management of subordinate unit PLLs related to automotive-ground support equipment maintenance. h. Monitors the maintenance and readiness of all automotive-ground support equipment items on the Commander's Tracked Items List. i. Coordinates redistribution of automotive-ground support equipment maintenance workload. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> j. Provides input to designated staff elements in the continuous logistics preparation of the battlefield. k. Coordinates maintenance backup support with higher headquarters maintenance management personnel, when required. <p>2. Automotive-Ground Support Equipment Branch coordinates maintenance support activities.</p> <ul style="list-style-type: none"> a. Maintains situational awareness at all times using available automation enablers and maintenance STAMIS. b. Coordinates maintenance support activities with higher, lower, and supported units using available radio, wire, automation devices, or messenger. c. Monitors subordinate units BDAR efforts to ensure focus on automotive-ground support equipment that have an immediate impact on the combat mission. d. Coordinates vehicular recovery of critical automotive-ground support equipment to MCPs with higher headquarters staff elements and unit performing the recovery, as required. e. Coordinates automotive-ground support equipment repair cycle time guidelines with higher HQ staff element and unit performing the repair. f. Monitors automotive-ground support equipment cannibalization activities at MCPs to ensure compliance with higher HQ disposition instructions. g. Coordinates lateral shifting of automotive-ground support equipment evacuation missions with higher HQ and unit responsible for evacuation mission, where backlogs are creating problems in the supported units. h. Coordinates automotive-ground support equipment controlled exchange activities with higher HQ and issuing units to ensure compliance with higher HQ directives. i. Monitors automotive-ground support equipment repair parts supply operations to ensure issue controls and priorities are followed as directed by higher headquarters staff element. j. Coordinates evacuation of automotive-ground support equipment to the rear with higher HQ staff element and the unit performing the evacuation. k. Monitors automotive-ground support equipment ORF stock to ensure adequacy and compliance with higher HQ staff element. l. Inspects ASL change list in coordination with other staff members and the using unit to ensure that only essential items related to automotive-ground support equipment are retained. m. Monitors automated maintenance management system output data to assist in forecasting requirements, scheduling workloads, reducing backlogs, and analyzing performance indicators. n. Provides automotive-ground support equipment maintenance system report updates to the commander, staff, and higher headquarters staff, as required. o. Monitors the automotive-ground support equipment maintenance and readiness of all equipment items on the Commander's Tracked Items List. p. Monitors environmental stewardship protection program procedures. <p>3. Automotive-Ground Support Equipment Branch coordinates maintenance support during offensive operations.</p> <ul style="list-style-type: none"> a. Maintains situational awareness at all times using analog and digital communications. b. Coordinates maintenance support with higher, lower, and supported units using radio, wire, or appropriate BFACS. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> c. Provides input to designated staff element(s) related to relocation of maintenance repair activities to coincide with tactical situation. d. Provides instructions that direct emphasis on repair of critical items as far forward as possible and at the lowest level. e. Provides instruction that only unserviceable repairable automotive-ground support equipment items be reported and that they be recovered no farther than the MSR. f. Provides alert of automotive-ground support equipment maintenance backlog and increased backup maintenance support requirements to the appropriate higher HQ staff elements. g. Coordinates recovery operations using all available recovery and evacuation assets, as required. h. Coordinates uploading of combat-essential ASL and PLL stocks for rapid movement. i. Coordinates with higher headquarters staff element and supporting maintenance elements for the release of automotive-ground support equipment ORF items to meet surge needs. j. Monitors maintenance and readiness on all automotive-ground support equipment found on the Commander's Tracked items Lists. k. Monitors environmental stewardship protection program procedures. <p>4. Automotive-Ground Support Equipment Branch coordinates maintenance support during defensive operations.</p> <ul style="list-style-type: none"> a. Maintains situational awareness at all times using CSSCS, radio and wire. b. Coordinates automotive-ground support equipment maintenance support using radio, wire, or CSSCS. c. Provides instructions to send maintenance support elements as far forward as can be safely controlled to reduce evacuation requirements. d. Coordinates maintenance efforts to ensure the return of critical repairable automotive-ground support equipment to the defense at least time possible. e. Coordinates security requirements for maintenance operations with the S2/3 and S4 Sections. f. Monitors maintenance and readiness of all automotive-ground support equipment items on the Commander's Tracked Items List. g. Monitors environmental stewardship protection program procedures. <p>5. Automotive-Ground Support Equipment Branch coordinates maintenance support during retrograde operations.</p> <ul style="list-style-type: none"> a. Maintains situational awareness at all times using CSSCS. b. Coordinates automotive-ground support equipment related maintenance support with higher, lower, and supported units using radio, wire, or CSSCS. c. Identifies all units within AO that have recovery capabilities. d. Coordinates limiting the flow of repair parts and replacement components forward with higher HQ and supporting maintenance unit. e. Coordinates with higher HQ staff element for cannibalization exception to policy for repairing as many weapons systems and equipment as possible. f. Coordinates destruction of critical nonrepairable and noncritical equipment that are not repairable within the established time frame established by coordination with the supporting maintenance IAW established directives. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> g. Coordinates evacuation of automotive-ground support equipment during other periods of limited visibility, if tactical situation permits. h. Coordinates security requirements for maintenance operations with the S2/3 and S4 sections. i. Monitors maintenance and readiness of all automotive-ground support equipment and weapons items on the Commander's Tracked Items List. j. Monitors environmental stewardship protection program procedures. <p>6. Automotive-Ground Support Equipment Branch coordinates maintenance support in an NBC environment.</p> <ul style="list-style-type: none"> a. Maintains situational awareness at all times using CSSCS. b. Maintains current locations of amount and type of contamination effecting maintenance elements in coordination with S2/3 Section. c. Prioritizes contaminated equipment for repairs, recovery, and evacuation in coordination with higher HQ staff element and supporting maintenance unit. d. Coordinates requirements for decontamination teams with higher HQ staff personnel and the S2/3 Section. e. Monitors maintenance and readiness on all automotive-ground support equipment found on the Commander's Tracked Items List. f. Monitors environmental stewardship protection program procedures. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: Communications-Electronics Branch

TASK: Manage Communications and Electronics Equipment Maintenance Activities (63-6-4128)
 (FM 4-30.3) (AR 750-1) (FM 3-100.4)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Division units engaged in field operations are generating maintenance requirements for communications and electronics equipment. The headquarters has analog and/or digital communication with higher and lower HQ. The higher HQ OPORD with all annexes, status reports, maps, overlays, and other required documents are continuously updated using Battlefield Functional Control Systems (BFACS), STAMIS, and movement tracking devices. Unit higher and lower TSOPs are available. Sustainment controls have been established by the service support annex. Maintenance sustainment controls and priorities have been established by the Division OPORD service support annex and/or TSOP. Logistics status reports with equipment readiness data are being received from supported units. The type of current operation dictates maintenance methods and procedures. The Division Materiel Management Center (DMMC) monitors operations by analog and/or digital devices and by messenger. SCPE is on hand or field expedient natural shelters are available. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: C-E maintenance support is continuous from the outset of operations at levels that sustain operational momentum IAW higher HQ service support annex. At MOPP4, predesignated degradation maintenance and supply levels are maintained.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Communications-Electronics Branch supervises Communications-Electronics (C-E) maintenance management and readiness visibility. <ul style="list-style-type: none"> a. Identifies all C-E sustainment controls and priorities in the higher HQ service support annex. b. Maintains a list of current location(s) of all communication and supporting elements in the AO. c. Maintains status of C-E work orders, production, backlog, manpower, and parts cost.. d. Maintains status of the capabilities of communications system, to include equipment, personnel and vehicles. e. Provides maintenance and readiness updates to the commander and staff and higher HQ staff, as required, using available automation and/or STAMIS devices. f. Provides C-E readiness data to Logistics Support Agency. g. Coordinates with supply units/activities in the management of C-E related Class IX in support of subordinate unit PLL and shop activities. h. Monitors the maintenance and readiness of all C-E items on the Commander's Tracked Items List. i. Coordinates redistribution of C-E maintenance workload. j. Provides input to appropriate staff element(s) for continuous logistics preparation of the battlefield. k. Tracks and investigates C-E related Class IX high priority requisitions. l. Coordinates C-E maintenance backup support with higher headquarters commodity manager. 2. Communications-Electronics Branch coordinates C-E related maintenance support activities.		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> a. Coordinates maintenance support activities with higher, lower, and supported units using radio, wire, automation, or messenger. b. Monitors subordinate units BDAR efforts to ensure focus on C-E items that have an immediate impact on the combat mission. c. Coordinates repair cycle time guidelines with higher HQ staff element and unit performing the repair. d. Monitors C-E cannibalization activities at MCPs to ensure compliance with higher HQ disposition instructions. e. Inspects C-E related ASL changes list in coordination other staff members and with the using unit and to ensure that only essential items are retained. f. Monitors C-E related automated maintenance management system output data to assist in forecasting requirements, scheduling workloads, reducing backlogs, and analyzing performance indicators. g. Provides C-E maintenance situation reports/updates to the commander, staff, and higher HQ staff, as required. h. Monitors the maintenance and readiness of all C-E equipment items listed on the Commander's Tracked Items List. i. Monitors environmental stewardship protection program procedures. <p>3. Communications-Electronics Branch coordinates maintenance support during offensive operations.</p> <ul style="list-style-type: none"> a. Maintains situational awareness at all times. b. Coordinates maintenance support with higher, lower, and supported units. c. Coordinates relocation of C-E maintenance repair activities to coincide with tactical situation. d. Provides instructions that direct emphasis on repair of critical C-E items as far forward as possible and at the lowest level. e. Provides alert of C-E maintenance backlog and increased backup C-E maintenance support requirements to the higher HQ staff elements. f. Monitors maintenance and readiness on all C-E equipment items on the Commander's Tracked items Lists. g. Monitors environmental stewardship protection program procedures. <p>4. Communications-Electronics Branch coordinates maintenance support during defensive operations.</p> <ul style="list-style-type: none"> a. Maintains situational awareness at all times. b. Coordinates C-E maintenance support using radio, wire, automation, or messenger. c. Coordinates C-E maintenance repair parts operations with the higher HQ staff personnel and supporting supply and maintenance units. d. Provides instructions to send C-E maintenance support elements as far forward as possible. e. Directs maintenance efforts to ensure the return of critical repairable C-E items to mission capable condition as soon as possible. f. Monitors maintenance and readiness of all C-E equipment items listed on the Commander's Tracked Items List. g. Monitors environmental stewardship protection program procedures. <p>5. Communications-Electronics Branch coordinates maintenance support during retrograde operations.</p> <ul style="list-style-type: none"> a. Maintains situational awareness at all times. b. Coordinates maintenance support with higher, lower, and supported units. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> c. Coordinates additional transportation requirements needed to deploy C-E maintenance elements and critical repairable equipment to the rear. d. Directs evacuation of C-E maintenance elements that have critical repairables to fallback points as directed by higher HQ staff element. e. Directs destruction of critical nonrepairable and noncritical C-E items that are not repairable within the established time frame in coordination with the supporting maintenance unit and IAW established directives. f. Directs evacuation of C-E related supplies and equipment at night and during other periods of limited visibility, if tactical situation permits. g. Monitors maintenance and readiness of all C-E items on the Commander's Tracked Items List. h. Monitors environmental stewardship protection program procedures. <p>6. Communications-Electronics Branch coordinates maintenance support in an NBC environment.</p> <ul style="list-style-type: none"> a. Maintains situational awareness at all times. b. Coordinates maintenance support with lower, higher, and supported units. c. Maintains current locations of amount and type of contamination effecting C-E maintenance operations and elements. d. Informs S2/3 elements of current locations, amounts, and types of contamination effecting C-E maintenance operations and elements. e. Prioritizes contaminated C-E equipment for repairs, recovery, and evacuation in coordination with higher HQ staff element and supporting maintenance unit. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Support Operations Office
 Aviation Branch
 Missile Branch

TASK: Manage Aviation and Missile Systems Maintenance Activities (63-6-4129)
 (FM 9-6) (FM 3-100.4)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Division operations are ongoing and maintenance and supply requirements for aviation and missile materiel are being generated by assigned and attached units. Divisional units are dispersed in the AO and conducting their assigned missions. The headquarters has analog and/or digital communication with higher and lower HQ. The higher HQ OPORD with all annexes, status reports, maps, overlays, and other required documents are continuously updated using Battlefield Functional Control Systems (BFACS), STAMIS, and movement tracking devices. Unit higher and lower TSOPs are available. Supply methods and procedures are dictated by the type of combat operations. Support Operations personnel monitor operations by analog and/or digital means of communications and by courier. SCPE is on hand or field expedient natural shelters are available. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Class V support is continuous from the outset of the operation at levels that sustain the momentum of the operation IAW higher HQ service support annex. Basic loads for AO supported units are maintained at a level directed by higher HQ staff element. At MOPP4, Class V predesignated degradation supply levels are maintained.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Aviation and Missile Branch personnel monitor status of Class V sustainment system. <ol style="list-style-type: none"> a. Identify all sustainment controls and priorities in higher HQ service support annex. b. Maintain current locations of all ATPs, corps ASPs, and other stockpiles in the AO. c. Maintain current Class V stockage level of all units in AO. d. Coordinate resolutions of actual or anticipated Class V problems with the higher HQ staff elements and issuing units using wire, radio, or CSSCS. e. Maintain visibility of ammunition flatracks within area of responsibility. f. Monitor ammunition items on the Commander's Tracked Items List. g. Conduct continuous logistics preparation of the battlefield. h. Monitor environmental stewardship protection program procedures. 2. Aviation and Missile Branch personnel coordinate Class V activities in the AO. <ol style="list-style-type: none"> a. Maintain situational awareness at all times using CSSCS, radio or wire. b. Direct, redirect, cross-level or mass Class V to meet unexpected surge requirements based on METT-TC and the commander's guidance. c. Coordinate Class V activity with higher and lower units using wire, radio, or CSSCS. d. Coordinate Class V supplies pickup schedules with ATP and higher HQ staff elements. e. Monitor Class V requisitions and issues from the ATP to using units to ensure compliance with established sustainment controls. f. Coordinate Class V pickup from corps ASP to using units with the higher HQ staff elements. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> g. Provide recommendations to higher HQ staff personnel on Class V cross-leveling and changes to support procedures as dictated by priorities and the changing tactical situation. h. Coordinate ammunition supply quality assurance, EOD and inspection/malfunction investigations with higher HQ staff elements. i. Identify probable Class V shortages based on the ATP daily stockage report to the DAO. j. Provide assistance in monitoring chemical munitions requirements when they are stored within the AO. k. Provide assistance in coordinating EOD mission requirements in the AO. l. Provide ammunition status updates to Support Operations Officer or XO, as required. m. Ensure ammunition flatracks are expeditiously returned to the distribution system. n. Monitor ammunition items on the Commander's Tracked Items List. o. Monitor environmental stewardship protection program procedures. <p>3. Aviation and Missile Branch personnel coordinate Class V Support during offensive operations.</p> <ul style="list-style-type: none"> a. Maintain situational awareness at all times using CSSCS. b. Coordinate Class V support with supporting and supported units using wire, radio, or appropriate BFACS. c. Identify all sustainment controls and priorities given by higher HQ service support annex or staff elements. d. Identify location(s) and amounts of all stockpiled ammunition located in the AO. e. Coordinate additional transportation requirements for movement of ammunition within the AO with the higher HQ staff personnel. f. Coordinate movement of the ATP as far forward as possible to decrease ammunition pickup and delivery times with higher HQ staff personnel and issuing units. g. Coordinate movement of preplanned/preconfigured Class V push-packages with higher HQ staff elements, supported units and issuing units. h. Coordinate Class V airdrop or sling load resupply with higher HQ staff elements, supported units and issuing units. i. Adjust cross-level distribution of ammunition stocks as the tactical situation changes. j. Ensure ammunition flatracks are expeditiously returned to the distribution system. k. Monitor ammunition items on the Commander's Tracked Items List. l. Monitor environmental stewardship protection program procedures. <p>4. Aviation and Missile Branch personnel coordinate Class V support during defensive operations.</p> <ul style="list-style-type: none"> a. Maintain situational awareness at all times using CSSCS. b. Coordinate Class V support between supporting and supported units using wire, radio, or appropriate BFACS. c. Coordinate stockpiling limited amounts of ammunition in dispersed positions in the DSA with the higher HQ staff elements, supported units, DAO and issuing units. d. Coordinate adjustment of basic loads to allow supported units to stock increased amounts of ammunition with the DAO, supported units, and issuing units. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> e. Coordinate combat configured loads of critical ammunition on a scheduled basis with the higher HQ staff element, supported units, DAO, and issuing units. f. Coordinate positioning of semi-trailers and other vehicles loaded with unit type, high-usage ammunition near positions expected to be occupied as defensive units fall back with the DAO, higher HQ staff elements and issuing units. g. Direct subordinate units to upload Class V supplies for rapid displacement. h. Plan night resupply operations in coordination with the higher HQ staff elements and issuing units. i. Coordinate replenishment, reallocation and redistribution of ammunition stocks, as needed with the higher HQ staff elements and issuing units. j. Ensure ammunition flatracks are expeditiously returned to the distribution system. k. Monitor environmental stewardship protection program procedures. <p>5. Missile Branch coordinates Class V support during retrograde operations.</p> <ul style="list-style-type: none"> a. Maintains situational awareness at all times using CSSCS. b. Coordinates Class V support between supported and supporting units using wire, radio, or CSSCS. c. Identifies status of all supported units' basic loads. d. Coordinates limiting the flow of ammunition with the higher HQ staff elements, supported units, and issuing units. e. Provides instructions for destruction of ammunition to supported units and subordinate units IAW TSOP. f. Coordinates for storage of ammunition on mobile tractor-trailers with DAO and staff sections. g. Coordinates evacuation of Class V supplies to planned fall back points as directed by the higher HQ staff elements and issuing units. h. Direct evacuation of Class V at night and during periods of limited visibility. i. Coordinates security requirements for movement or storing of Class V supplies with the higher HQ staff elements. j. Ensures ammunition flatracks are expeditiously returned to the distribution system. k. Monitors ammunition items on the Commander's Tracked Items List. l. Monitors environmental stewardship protection program procedures. <p>6. Support Operation personnel coordinate Class V support in an NBC environment.</p> <ul style="list-style-type: none"> a. Maintain situational awareness at all times using CSSCS. b. Coordinate Class V support between supporting and supported units using wire, radio, or CSSCS. c. Maintain location, type and amount of contaminated ammunition located in AO. d. Coordinate movement of contaminated stocks with higher HQ staff elements and supported units. e. Coordinate routes for transporting contaminated stock with higher HQ staff elements. f. Coordinate issuance of contaminated stock with the higher HQ staff element, issuing units and supported units. g. Ensure ammunition flatracks are expeditiously returned to the distribution system. h. Monitor ammunition items on the Commander's Tracked Items List. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
i. Monitor environmental stewardship protection program procedures.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: CSS AMO
S6 Section

TASK: Manage CSS Automation Maintenance Activities (63-6-4131)
 (FM 24-35) (AR 380-19) (AR 380-19-1)
 (AR 530-1) (FM 24-18) (FM 24-33)
 (FM 24-35-1) (FM 3-4)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Division operations are ongoing. The commander, staff, supporting units, and supported units use information technology equipment/systems for daily mission planning, coordination, and execution. Division tactical operations are underway and logistics requirements are generated by the supported command and attached units. The headquarters has analog and/or digital communication with higher and lower HQ. The higher HQ OPORD with all annexes, status reports, maps, overlays, and other required documents are continuously updated using Battlefield Functional Control Systems (BFACS), STAMIS, and movement tracking devices. Unit higher and lower TSOPs are available. The unit is subject to air, NBC, and Level I ground attacks. The unit, higher, and lower TSOPs are available. The threat is capable of locating, identifying, and exploiting all types of information technology operations and communications methods. This task is performed under all environmental conditions, both day and night. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Information technology equipment and communications systems remain operational in DISCOM and supported units' areas of operations during a given 24-hour period. At MOPP4, performance degradation factors increase the time required to maintain the communications system.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Combat Service Support Automation Management Office (CSSAMO) provides information technology equipment and maintenance services for the Support Operations Office. <ol style="list-style-type: none"> a. Exercises staff supervision over communications systems/services. b. Identifies requirements for communications services. c. Identifies communications links with higher, adjacent, subordinate, and supported units. d. Issues passwords to subordinate and attached units. e. Installs software on automation equipment belonging to subordinate and attached units. f. Performs CSSCS network management functions. g. Coordinates with appropriate Corps elements to resolve application problems with CSS STAMIS and CSSCS. 2. CSSAMO performs network management functions for all tactical automation. <ol style="list-style-type: none"> a. Troubleshoots hardware needing repair. b. Monitors contractor repair performance, as required. c. Collects status from subordinate and attached elements for the Army Battlefield Command System and the Corps for CSS STAMIS. 3. S6 Section performs functions in support of local area networks. <ol style="list-style-type: none"> a. Installs local area networks. b. Operates local area networks. c. Serves as net control station. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>d. Performs unit level maintenance on all communications electronic equipment in the HQ element.</p> <p>4. S6 Section operates NCS.</p> <ol style="list-style-type: none"> a. Opens net IAW current SOI/SSI. b. Challenges all stations in net as required in the SOI/SSI. c. Controls entry and departure of all stations. d. Corrects all errors in net operating procedures. e. Enforces station and net restrictions. f. Observes radio and listening silence periods as prescribed by Division OPORD or the commander's directives. g. Completes transition to extended range of radio station within 15 minutes, if required. h. Remote radio station(s) at least one kilometer, if required. <p>5. S6 Section manages message traffic.</p> <ol style="list-style-type: none"> a. Processes messages by precedence, date, and time group IAW the TSOP. b. Processes incoming messages without errors. c. Forwards incoming messages to appropriate element or section. d. Checks outgoing messages for completeness and readability. e. Employs approved radiotelephone procedures. f. Transmits messages IAW precedence, correct format, and prescribed text. g. Employs approved codes and brevity lists when transmitting the names of persons, places, and sensitive information. h. Decrypts all incoming messages. i. Encrypts all outgoing messages. j. Transmits messages for no longer than 20 seconds. k. Employs lowest operational power setting consistent with operational requirements. l. Monitors radio communications during unit moves between the SP and the RP. <p>6. S6 Section employs SIGSEC measures.</p> <ol style="list-style-type: none"> a. Employs COMSEC measures IAW SOI/SSI to deny friendly telecommunications information to the enemy. b. Employs ELSEC measures IAW SOI/SSI to protect electromagnetic transmissions, other than communications devices, from threat detection. c. Evaluates TEMPEST controls to identify emanation vulnerabilities and countermeasures. d. Processes initial MIJI Feeder Voice Template Reports from assigned and attached elements. e. Forwards MIJI Feeder Voice Template Reports to Division HQ and supporting signal element IAW TSOP and SOI/SSI. <p>7. S6 Section maintains landline communications.</p> <ol style="list-style-type: none"> a. Maintains wire communications between the DISCOM CP and all assigned and attached elements. b. Maintains a hot loop between the CP and all assigned and attached elements, if switchboard is not available. c. Establishes messenger runner when land communications is inoperative. <p>8. Radio operators implement remedial ECCM.</p> <ol style="list-style-type: none"> a. Identify whether the source of interference is internal or external by the radio antenna. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> b. Continue to operate in an attempt to communicate through the jamming. c. Switch to high power on receiver-transmitters. d. Recommend distant stations switch to high power. e. Relocate radio set (mobile units) to take advantage of terrain features to reduce the effects of jamming. f. Relocate the antenna to take advantage of terrain features to reduce the effects of jamming. g. Submit initial MIJI Feeder Voice Template Report to supporting Signal Telecommunications Battalion (Area) signal element using analog and/or digital communications or appropriate BFACS. h. Reroute message traffic using alternate means of communications such as, relay (through another station) or wire. i. Request (using alternate means) that the net change to a backup frequency. <p>9. Radio operators implement AM remedial ECCM.</p> <ul style="list-style-type: none"> a. Identify whether the source of interference is internal or external by the radio antenna. b. Continue to operate in an attempt to communicate through the jamming. c. Check for intentional or unintentional interference. d. Check equipment grounding. e. Use radio frequency gain/frequency vernier in an attempt to work through the jamming. f. Relocate the radio set (mobile units) to take advantage of terrain features to reduce effects of jamming. g. Relocate the antenna to take advantage of terrain features to reduce the effects of jamming. h. Submit MIJI Feeder Voice Template Report to the Signal Telecommunications Battalion (Area) signal element using analog land digital communications or appropriate BFACS. i. Reroute message traffic using alternate means of communications such as, relay (through another radio station), FM, or wire. j. Request (using alternate means) that the net change to alternate frequency. <p>10. S6 Section maintains generator power.</p> <ul style="list-style-type: none"> a. Operates generators IAW appropriate TM. b. Constructs sound barrier and screening system to muffle noise and minimize heat signature. c. Constructs fuel storage and fire control point for all generators as prescribed by the TSOP and commander's guidance. <p>11. CSSAMO and S6 Section provide unit level maintenance support.</p> <ul style="list-style-type: none"> a. Responds to calls for assistance IAW command's SOP or guidance. b. Makes organizational level repairs on communications equipment. c. Evacuates equipment to DS maintenance unit. d. Maintains authorized PLL levels. e. Picks up repaired equipment from DS maintenance unit. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Medical Operations Branch
 Support Operations Office
 Movement Control Office

TASK: Plan Support Operations (63-6-4133)
 (FM 100-14) (FM 10-23) (FM 10-27-2)
 (FM 10-67-1) (FM 17-95) (FM 3-100.4)
 (FM 4-30.3) (FM 63-1)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Division tactical operations are underway and logistics requirements are being generated by the supported command and attached units. The Support Operations Office provides total asset and in transit visibility (TAV/ITV) of: commodities, movements, units within, units assigned, units in or units out bound from the area of responsibility. The Support Operations Office maintains total distribution pipeline information by collecting, collating, and analyzing horizontal and vertical TAV/ITV information. Support Operations Office has authority to direct, redirect, cross-level, or mass logistics resources at critical points in the division. The unit is subject to air, NBC, and Level I ground attacks. The headquarters has analog and/or digital communication with higher and lower HQ. The higher HQ OPORD with all annexes, status reports, maps, and overlays are continuously updated using Battlefield Functional Control Systems (BFACS), STAMIS, and movement tracking devices. Unit higher and lower TSOPs are available. CSS sustainment actions are continuous and controls/priorities are being enforced IAW the division CSS annex and DISCOM OPORD. SCPE is on hand or field-expedient natural shelters are available. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: CSS activities are continuous from the outset of the operations at levels that sustain OPTEMPO. Preplanned CSS operations are executed IAW the higher headquarters service support annex and supported units' basic loads are maintained at the levels directed by higher HQ. At MOPP4 performance degradation factors increase time required to provide sustainment support.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Support Operations Office personnel provide staff supervision for Combat Service Support (CSS) and Combat Health Support (CHS) operations. <ul style="list-style-type: none"> a. Establish CSS and CHS plan and synchronization matrix for current and future operations. b. Collaborate with DMMC and supported unit S4s to determine and anticipate requirements. c. Monitor daily battle loss reports to anticipate future requirements. d. Monitor supported units' basic load status with assistance from the DMMC and Medical Operations Branch. e. Synchronize operations within the distribution system to maximize throughput and follow-on sustainment and ensure priorities are executed in accordance with directives. f. Manage distribution system within the supported maneuver units. g. Track and investigate high-priority requests with the DMMC. h. Track assets and resources to include vehicles, ambulances, FLEs, and the DMMCs workload. i. Act as the CSSCS manager. j. Prepare and distributes the external service support SOP and annex. k. Conduct continuous logistics preparation of the battlefield. l. Serve as the single staff supervision point of contact for supported units to resolve CSS problems. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>m. Advise the DISCOM Commander on CSS and CHS requirements and available assets.</p> <p>2. Support Operations Office personnel coordinate for Host Nation Support (HNS)/Contract Support.</p> <p>a. Monitor the division's LOGSTAT in order to identify actual and potential CSS and CHS operational shortfalls that require Contracting Officer/HNS actions.</p> <p>b. Establish communication/liaison with Division G-5 element(s) to obtain current HNS information.</p> <p>c. Establish communications/liaison with the DISCOM Contracting Officer to obtain current contracting information.</p> <p>d. Prepares HNS/Contact Support recommendations through S3 and appropriate staff elements to the Division G-5 and/or DISCOM Contracting Officer.</p> <p>3. Movement Control personnel coordinate and control transport activities in the DMMC.</p> <p>a. Consolidate internal and external movement requests for the DMMC.</p> <p>b. Control the utilization of the support squadron transportation assets.</p> <p>c. Provide division transportation officer's movement control policy guidance, tactical priorities, and highway regulations to the S2/3 Officer.</p> <p>d. Coordinate resupply by air or motor transport.</p> <p>e. Coordinate with division transportation officer for transportation requirements that exceed the DISCOM's transport capabilities.</p> <p>f. Manage flat rack throughput and retrograde operations from the area of operations.</p> <p>4. Medical Operation Branch Coordinates CHS.</p> <p>a. Provides planning assistance to BASs, medical companies, and SPT Bns.</p> <p>b. Coordinates with the MEDLOG battalion and COSCOM medical group for additional medical support, as required.</p> <p>c. Provides C2 for ground and air evacuation to medical facilities outside the division AO.</p> <p>d. Monitors medical operations and Class VIII supply across the division AO.</p> <p>e. Reports critical medical information to the DISCOM commander and Division Surgeon.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Support Plans Branch
 Operations Branch
 Medical Operations Branch
 Distribution Management Section
 Procurement Branch

TASK: Manage Distribution Systems (63-6-4134)
 (FM 100-9) (FM 10-1) (FM 4-30.3)
 (FM 55-1) (FM 55-10) (FM 55-60)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The Division's Support Operations Office has been directed by the commander to provide an update on distribution systems. The support operations staff element is providing the command with total asset and in transit visibility (TAV/ITV) of: commodities, movements, units within, units assigned, units in or units out bound from the area of responsibility. Status reports, maps, overlays, and other required documents are continuously updated using BFACS, STAMIS, and movement tracking system (MTS) devices. The support operations staff element maintains total distribution pipeline information by collecting, collating, and analyzing horizontal and vertical TAV/ITV information. The Support Operations Officer element has authority to direct, redirect, cross-level, or mass logistics resources at critical points within the area of responsibility. Logistics requirements are generated by the division's assigned and attached units. Sustainment controls have been established by the service support order. The unit is subject to air, NBC, and Level I ground attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The distribution systems are managed with TAV/ITV of all commodities, movements, and units within, assigned, in or out bound to the area of responsibility IAW command directives. At MOPP4 performance degradation factors increase time required to manage distribution systems.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Distribution Management Section performs distribution pipeline management functions. <ul style="list-style-type: none"> a. Exercises staff supervision over functional, commodity, and service managers within the Support Operations Office. b. Directs, redirects, cross-levels, or masses logistics and CHS at critical points in the division's area of responsibility based on METT-TC and the commander's guidance. c. Operates logistics and CHS information fusion center on behalf of the division. d. Coordinates with S6 and CSS AMO to maintain visibility of analog and digital communications and automation networks that support the division's distribution system. e. Maintains continuous analog and digital communications with DISCOM subordinate units. f. Maintains continuous analog and digital communications, as appropriate, with EAD DMC, CMMC, and CMCC. g. Develops support plans for current and future operations. h. Coordinates with DISCOM subordinate units to establish TAV/ITV of divisional unit resources during reception, staging, onward movement, and integration operations. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> i. Coordinates with Movement Control Office, Division Maintenance Office, General Supply Office, PBO, Procurement Section, Medical Operations Branch, and Medical Materiel Management Branch to establish and maintain TAV/ITV of in-transit sustainment resources in or out bound to the division's area of operations. j. Coordinates with Movement Control Office, Division Maintenance Office, General Supply Office, PBO, Procurement Section, and Medical Materiel Management Branch to establish and maintain TAV/ITV of sustainment resources at, or passing through the division's distribution terminals within the DSB, ASB, and FSBs. <p>2. Support Plans Branch develops future distribution plans for providing logistics and CHS to support the division.</p> <ul style="list-style-type: none"> a. Analyzes projected sustainment resource requirements and capabilities of the DSB, ASB, and FSBs. b. Collects TAV/ITV distribution information. c. Analyzes TAV/ITV distribution information. d. Develops the division's battlefield distribution scheme in concert with EAD supporting units. e. Recommends tactical disposition of logistics and CHS assets to the Support Operations Officer. f. Prepares plans and annexes. <p>3. Operations Branch exercises directive authority over subordinate units and sustainment resources during the performance of divisional support operations.</p> <ul style="list-style-type: none"> a. Coordinates with S2/3 to make changes to DSB, ASB, and FSBs' task organizations to meet changing tactical requirements. b. Directs cross-leveling of sustainment resources with the DSB, ASB, and FSBs' to meet tactical requirements. c. Redirects the flow of sustainment resources in the divisional distribution pipeline to meet high priority requirements within the DSB, ASB, and FSBs to meet tactical requirements. d. Redirects the flow of sustainment resources in the divisional distribution pipeline to shift unit level work load among the DSB, ASB, and FSBs, as required. e. Directs retrograde of excess sustainment resources to EAD. <p>4. Operations Branch manages the division's distribution system to optimize sustainment resource flow throughout the division tactical area of responsibility.</p> <ul style="list-style-type: none"> a. Manages distribution terminal operations within the DSB, ASB, and FSBs. b. Coordinates internally to manage distribution pipeline volume, flow rates, and contents in or out bound to the DSB, ASB, and FSBs. c. Coordinates internally to manage ITV of retrograde requirements to include NEO, EPW, Mortuary Affairs activities, and medical evacuation. d. Manages the flow of multi-consignee shipments in or out bound to the DSB, ASB, and FSBs. e. Coordinates with the Movement Control Office, Division Maintenance Office, General Supply Section, PBO-Class VII Branch, Procurement Section, and Medical Materiel Branch to manage inbound and outbound transportation with sustainment resources retrograde requirements within the DSB, ASB, and FSBs. f. De-conflicts unit competition for distribution resources. <p>5. Medical Operations Branch helps prepare the division CHS plan.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> a. Coordinates with the DSS and the DISCOM staff. b. Coordinates the employment of division medical assets. c. Collects medical information of intelligence value from reporting medical activities. d. Coordinates the placement of direct support corps medical assets with supported DISCOM units in the DSA or BSAs. e. Informs the DSS on the DISCOM commander's intent for logistics and CHS operations. f. Coordinates division CHS plan with all DISCOM staff elements. g. Coordinates with the brigade surgeon's section, as required, for synchronization of division CHS. h. Monitors and tracks CHS operations and provides updates and recommendations to the DISCOM commander, staff elements, and the DSS. <p>6. Procurement Branch coordinates contracting sources to assist with the division sustainment mission.</p> <ul style="list-style-type: none"> a. Identifies supported unit requirements, which can best be satisfied by contracting. b. Validates with the CMMC those items of supply or required services authorized by the Corps G4 to be obtained by contract. c. Coordinates with higher headquarters contracting organization to ensure efficient contracting operations. d. Evaluates contractor effectiveness and contract execution. e. Receives validated purchase requests from supported units. f. Appoints, as required, ordering officials at subordinate battalions. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: Command Section

TASK: Perform Risk Management Procedures (63-6-4326)
 (FM 100-14) (AR 385-10) (FM 3-4)
 (FM 3-5)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The headquarters has digital and/or analog communication with higher and lower HQ. The Corps and/or division OPORD, with all annexes, status reports, maps, overlays and other required documents have been forwarded. Unit higher and lower TSOPs are available. Safety hazards for personnel and equipment exist. The HQ is deployed in a tactical environment supporting combat operations. Hazards increase as operations intensify. This task is performed under all day or night environmental conditions. The unit is subjects to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: All potential safety problems for tasks are identified and either reduced or eliminated. At MOPP4, performance degradation factors increase risk management implementation times.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Commander and leaders identify risk or safety hazards. <ul style="list-style-type: none"> a. Identify specified and implied missions or tasks in OPLAN/OPORD or FRAGO. b. Identify all risks associated with specified and implied missions or tasks. c. Integrate safety into every phase of the planning process. d. Identify the benefits of safety to the missions and the potential cost of risk or safety hazards. e. Conduct continuous assessment of phases of operations for safety and risk reduction. * 2. Commander and leaders evaluate risk or safety hazards identified during operations. <ul style="list-style-type: none"> a. Identify previously executed unsafe acts and their corrective actions. b. Identify all unwarranted risks. c. Compare identified risk to the commander's acceptable level based on stated training objectives. d. Calculate projected loss of equipment and personnel from accidents by reviewing historical records. e. Describe operations in terms of its risk level (extremely high, high, medium, low). f. Prepare COA that reduces risk. * 3. Commander and leaders eliminate or reduce risk and safety hazards. <ul style="list-style-type: none"> a. Select COA that maximize the operation and minimize the risk. b. Develop procedures that reduce risk. c. Provide guidance that enhances safety in all phases of operation. d. Prescribe safety and protective equipment that enhances safety and reduces risks. 4. Staff personnel employ safety procedures. <ul style="list-style-type: none"> a. Practice safety procedures during all mission rehearsals. b. Correct unsafe acts on the spot. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
c. Report all risk and safety violations to commander DISCOM Safety Officer.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Command Section
S2/3 Office

TASK: Receive the Mission (63-6-4000)
(FM 101-5) (FM 100-10) (FM 54-30)
(FM 63-2) (FM 63-2-1)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The commander receives notification of a new mission and briefs the XO. The XO briefs the unit's operations officer, who begins preparation of a WARNO to the staff alerting them of the pending planning process. The command's TSOP identifies who is to attend plans/orders briefings and where briefings are normally delivered. Elements designated by the TSOP to participate in the planning process are informed of the new mission and planned briefing time(s)/location(s). Supporting, attached, and subordinate units are furnished with copies of the TSOP to ensure maximum understanding of the planning process. The headquarters has digital and/or analog communication with higher and lower HQ. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Initial planning guidance is issued to include: the level of detail to which the staff should plan, the initial time allocation, disposition of liaison officers, authorized movements, and additional tasks the commander wants the staff to accomplish. At MOPP4, performance degradation factors increase completion times for mission receipt phase.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>1. The Command Section and/or S2/3 staff leader receives an order via MCS or anticipate a new mission. NOTE: The new mission may come from a WARNO, FRAGO, or OPORD issued by higher headquarters verbally or digitally (using Common Message Processor), or may be derived from an ongoing operation.</p> <p>2. The S2/3 Section alerts the staff of the pending planning process, including:</p> <ul style="list-style-type: none"> a. Who is to attend? b. Who are the alternates? c. Where and when they should assemble? <p>3. S2/3 ensures that staff sections have the tools needed to begin mission analysis.</p> <ul style="list-style-type: none"> a. Posts the higher headquarters order (WARNO, FRAGO, or OPORD) and graphics or the anticipated new mission statement to a web page or places in a shared folder. b. Notifies the staff of the location of the order (WARNO, FRAGO, or OPORD) and graphics or new mission statement on the web page or shared folder. c. Coordinates with the engineer staff element(s) to gather the digital terrain data coverage of the general area of operations and interest. d. Ensures that staff sections possess/obtain needed of unit or higher headquarters SOPs. e. Gathers any existing staff estimates (higher HQ and own). f. Ensures that staff sections retrieve base order and BOS annexes of higher HQ order, and any particular BOS-specific reference materials and tools. g. Coordinates with the XO to ensure that staff leadership is directed to update staff estimates and assemble necessary mission analysis tools. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>4. The Command Section and/or S2/3 Section completes initial assessment of the new mission to determine:</p> <ol style="list-style-type: none"> a. Time available from mission receipt to mission execution. b. Time needed to plan, prepare for, and execute the mission for own and subordinate units. <p>NOTE: The most critical part of the assessment is the initial allocation of available time. As a general, the rule, the commander allocates a minimum of two-thirds of the available time for subordinate units to conduct their planning and preparation.</p> <ol style="list-style-type: none"> c. Staff estimates already available to assist planning. d. IPB requirements. <p>5. The Commander issues his initial guidance. Guidance includes, as a minimum:</p> <ol style="list-style-type: none"> a. How to abbreviate the MDMP, if required. If the process is abbreviated, directs which steps are eliminated or reduced in scope. b. Initial time allocation. c. Liaison officers to dispatch. d. Initial reconnaissance to begin. e. Authorized movement. f. Additional tasks the Commander wants the staff to accomplish. <p>NOTE: This should not be confused with the CDR's guidance in mission analysis.</p> <p>6. S2/3 Section gathers the tools to conduct IPB and begins development of the intelligence, surveillance and reconnaissance (ISR) plan.</p> <p>7. S2/3 Section obtains staff input for preparation of initial warning order.</p> <p>8. The S2/3 Section prepares initial warning order (WARNO 1). The WARNO includes as a minimum:</p> <ol style="list-style-type: none"> a. Type of operation. b. General location of the operation. c. Initial time line. d. Any movement or reconnaissance. <p>9. Command Section or S2/3 Officer approves the WARNO.</p> <p>10. S2/3 Section sends the WARNO 1 to supporting and supported units via MCS.</p> <p>11. Command Section or S2/3 Officer coordinates dispatch of liaison personnel as directed and provides specific instructions or tasks to be accomplished.</p> <p>12. S2/3 Section ensures that the S1 and S4 Sections possess the tools needed to begin mission analysis.</p> <ol style="list-style-type: none"> a. Updates logistics staff and personnel staff estimates as required. b. Forwards the higher HQ order (WARNO, FRAGO, or OPORD), graphics, and any particulars S1 and S4 specific reference materials and tools or the anticipated new mission statement. c. Forwards copies of any existing personnel staff and logistics staff estimates (higher headquarters and internal). <p>13. S2/3 Section publishes the mission order (WARNO).</p> <ol style="list-style-type: none"> a. Completes a quick initial assessment of the new mission focusing on personnel and logistical requirements, adjustments, considerations, and time available to plan. b. Reviews the draft mission order with key staff leaders. c. Prepares mission briefing for presentation to the Command Section. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
d. Obtains Commander/XO approval of draft order.		
e. Distributes mission order to appropriate unit headquarters and staff sections.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Command Section
 S1 Section
 S2/3 Office
 S6 Section
 S4 Section
 Support Operations Office

TASK: Conduct Mission Analysis (63-6-4001)
 (FM 101-5) (FM 100-14) (FM 101-5-1)
 (FM 3-4) (FM 3-5)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The headquarters has received notification of an upcoming operation and the S2/3 has issued a WARNO to the staff. The Headquarters has digital and /or analog communication with higher and lower HQ. The mission of the command is to provide specified logistics support to organic and attached units/elements. Unit TSOPs, including higher and lower, are available. Status reports, maps, overlays, and other required documents have been forwarded to the Commander and/or operations officer. The responsible staff officer or his/her representative has attended supported commander's operation briefings. LPT is available for review. Coordination with the supported command staff elements concerning additional logistics support based on changing situations and /or revised command guidance. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and level I ground attack threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Specific tasks necessary to accomplish the tentative support mission and constraints on command's actions are identified, clarified, and documented. At MOPP4, performance degradation factors increase completion times for mission analysis.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
1. Staff Sections exchange information. <ul style="list-style-type: none"> a. Identify IR/PIR. b. Prepare an information collection plan. c. Collect information from all available sources. d. Record all incoming information. e. Assess the significance, reliability, and completeness of incoming information. f. Develop assumptions that are logical, realistic, and positively stated, when facts are not available. g. Provide pertinent information to command section and appropriate staff sections via BFACS. * 2. Executive Officer supervises staff mission analysis. <ul style="list-style-type: none"> a. Designates staff members required to attend mission analysis briefing. b. Designates time and location of staff mission analysis. c. Briefs principal staff members on commander's mission analysis. d. Translates major tasks to specific objectives based on intents of commander and supported commanders. e. Provides mission analysis guidance based on commander's guidance. f. Provides CCIR to staff officers. g. Manages CCIR as directed by the commander. h. Resolves all staff conflicts. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>i. Inspects results of staff mission analysis for compliance with commander's guidance.</p> <p>3. Staff Sections analyze mission.</p> <ol style="list-style-type: none"> a. Secure maps of tentative operational areas. b. Prepare LPB for each sustainment function using LPT. c. Identify the intent of supported commander and the commander two echelons above. d. Dissect supported command's concept of operations statement to identify all possible missions and tasks. e. Examine task organization in order to understand the higher headquarters' mission. f. Identify CCIR. g. Identify specified and implied tasks. h. Construct a tentative list of essential tasks. <ol style="list-style-type: none"> i. Identify asset shortfalls by comparing tentative task with available assets. j. Identify operational limitations. k. Prepare preliminary mission statement. l. Identify broad C3CM employment considerations. m. Prepare recommended operational risk levels information. n. Submit facts, assumptions, and conclusions with recommendations for each sustainment function. <p>* 4. Commander/Executive Officer completes mission analysis.</p> <ol style="list-style-type: none"> a. Approves staff mission analysis results. b. Restates mission in clear, concise statements that contains WHO, WHAT, WHEN, WHERE, and HOW in the order in which they are to be accomplished. c. States planning options to be or not to be considered. d. Provides guidance for deception operation and sustainment priorities. e. Provides acceptable levels of risk for mission accomplishment. f. Disseminates the restated mission as a warning order to subordinate commanders using the appropriate BFACS. g. Modifies the restated mission when new essential task are revealed, or the situation changes. <p>* 5. Commander/Executive Officer develops time plan for operational planning.</p> <ol style="list-style-type: none"> a. Identifies complexity of mission and planning requirements. b. Calculates total time available using reverse planning process. c. Assigns time limitations for each step of the command estimate process. d. Disseminates time plan to all staff sections using the appropriate BFACS. e. Enforces CE time plan. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S2/3 Office

TASK: Apply Intelligence Preparation of the Battlefield Doctrine and Techniques (63-6-4002)
 (FM 34-130) (FM 101-5) (FM 101-5-1)
 (FM 3-4) (FM 34-1) (FM 34-54)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command has received an order to set up logistics support operations in a new battlefield area. LPT is required. The headquarters has digital and analog communication with higher and lower HQ. The mission of the command is to provide designated logistics support to organic and attached elements. Unit TSOPs, including higher and lower, are available. Status reports, maps, overlays and other required documents have been forwarded to the commander, operations officer, and support operations officer, as appropriate. The commander has issued the XO and/or the operations officer his restated mission and planning guidance. The S2/3 Officer has staff supervision for the preparation, consolidation, and dissemination of IPB products. The higher HQ has assigned the command a general area of operations. As they are completed, higher HQ disseminates IPB products to the operations officer or appropriate staff elements. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Identified facts and assumptions related to the battlefield environment and the threat provide focus for the intelligence collection effort and enable staff planning and development of friendly COAs. At MOPP4, performance degradation factors increase completion times for IPB products.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S2 or intelligence personnel determine information requirements. <ol style="list-style-type: none"> a. Identify the amount of detail required and collection feasibility within time available. b. Identify gaps in current intelligence using CCIR and commander's intent to set priorities. c. Identify initial collection requirements. d. Collect materials and information required to conduct IPB. e. Forward pertinent information to other staff sections using the appropriate communication and/or automation systems. 2. S2 or intelligence personnel define the battlefield environment. <ol style="list-style-type: none"> a. Identify the limits of the AO. b. Identify the limits of the area of interest. c. Coordinate input on the battlefield environment with other staff elements using appropriate communication and/or automation systems. d. Identify significant characteristics of the battlefield environment that affect a specific area of responsibility in coordination with each staff section. e. Identify those characteristics of the battlefield, which require in-depth evaluation. 3. S2 or intelligence personnel evaluate the battlefield's effects upon COA. <ol style="list-style-type: none"> a. Identify effects of terrain on CSS operations. b. Identify the effects of weather upon CSS operations. c. Identify effects of infrastructure, population demographics, economics, and political characteristics upon CSS operations. d. List the combined effects of the battlefield environment on friendly COAs. e. Identify the effects of terrain on threat COAs. f. Identify the effects of weather on threat COAs. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>g. Identify effects of infrastructure, population demographics, economics, and political characteristics on threat COAs.</p> <p>h. List the combined effects of the battlefield environment on threat COAs.</p> <p>i. Develop population status overlay, weather analysis matrix, and other overlays, as required.</p> <p>4. S2 or intelligence personnel evaluate the threat.</p> <p>a. Conduct a threat order-of-battle analysis for each type of conventional or unconventional units the unit might face.</p> <p>b. Develop threat COA models.</p> <p>5. S2 or intelligence personnel determine threat COA.</p> <p>a. Identify all rational courses of action available to the threat.</p> <p>b. Prioritize each available COA.</p> <p>c. Develop a comprehensive, detailed set of threat COAs.</p> <p>d. Prepare situation templates for each COA available to the threat.</p> <p>e. Prepare event template.</p> <p>f. Prepare decision support template.</p> <p>6. S2 or intelligence personnel prepare analysis of the AO.</p> <p>a. Consolidate IPB data into appropriate format IAW FM 101-5.</p> <p>b. Forward draft analysis of the AO to S2/3 Officer for review and approval.</p> <p>c. Make appropriate changes as instructed by the S2/3 officer and the XO.</p> <p>d. Forward corrected analysis of the AO to S2/3 officer for signature.</p> <p>e. Distribute analysis of AO, as required.</p> <p>7. S2 or intelligence personnel prepare the intelligence estimate.</p> <p>a. Consolidate data from templates, overlays and matrices produced.</p> <p>b. Format data IAW FM 101-5.</p> <p>c. List COAs available to threat in paragraph 4 IAW situation templates.</p> <p>d. Forward draft intelligence estimate to S2/3 officer for review and approval.</p> <p>e. Make appropriate changes as instructed by the S2/3 officer and the XO.</p> <p>f. Forward corrected intelligence estimate to S2/3 officer for signature.</p> <p>g. Distribute intelligence estimate to all subordinate commands' staffs, using appropriate communication and/or automation systems.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S6 Section
 S4 Section
 Support Operations Office
 Plans/Intelligence Branch
 Command Section
 S2/3 Office
 S1 Section

TASK: Develop Feasible Courses of Action (63-6-4003)
 (FM 101-5) (FM 100-14) (FM 101-5-1)
 (FM 3-4)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: A new mission has been received and the commander has provided the staff with planning guidance, including possible COAs. The XO has taken the lead in directing the staff in COA development and analysis. Supported command COA considerations have been identified. The IPB process has identified probable threat COAs. Support requirements are subject to change based on OPTEMPO, developments on the battlefield, and command guidance. SCPE is on hand or field-expedient natural shelters are available, whichever applies. The headquarters has digital and/or analog communication with higher and lower HQ. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Methods the commander might use to achieve his mission are identified and retained for analysis. At MOPP4, performance degradation factors increase completion times for developing feasible COAs.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. XO initiates and supervises COA development. <ul style="list-style-type: none"> a. Provides COAs selected or under consideration. b. Provides the number of COAs to develop. c. Provides the threat COAs to be addressed. d. Monitors brainstorming session to ensure compliance with commander's guidance. e. Approves feasible COA. 2. Staff sections generate conceptual possibilities. <ul style="list-style-type: none"> a. Develop possible concepts using CSSCS. b. Examine each concept's possibilities to determine if it satisfies COA-selection criteria. c. Develop feasible COA for every possible threat COA identified during the IPB. 3. Staff officers analyze relative force ratios. <ul style="list-style-type: none"> a. Identify the relative force ratios by inspecting the unit's task organization using CSSCS. b. Identify threat elements capable of indirect fire against command assets (ASAS), force protection capabilities, and activities that will require units to displace. c. Identify human factors and integrate them into the evaluation process. d. Develop conclusions about friendly and threat relative capabilities and limitations. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>4. Staff officers array initial forces.</p> <ul style="list-style-type: none"> a. Identify force requirements based on the supported command's force structure. b. Identify proposed support area based on initial G2 terrain analysis. c. Develop deception story based on commander's deception objectives. d. Prepare the initial array of elements based on the array of supported maneuver forces. <p>5. Support Operations personnel develop the support scheme using CSSCS.</p> <ul style="list-style-type: none"> a. Reevaluate the terrain and threat force ratio, risk, and type of operation. b. Develop several schemes for each potential threat COA. c. Identify which type of forces to allocate for the identified missions. d. Designate remaining support to provide backup support to previously arrayed forces. e. Develop supporting distribution system for each COA. <p>6. Plans and Intelligence/Operations personnel determine command and control means.</p> <ul style="list-style-type: none"> a. Identify all phases of the proposed operation. b. Allocate subordinate HQ over arrayed forces. c. Identify arrayed forces without a subordinate HQ allocated over them. d. Designate sectors and zones of support responsibilities. <p>7. XO and Operations Officer/personnel prepare COA statements and sketches.</p> <ul style="list-style-type: none"> a. Clarify how major subordinate units will execute the higher headquarters' mission. b. State the amount of risk involved. c. Draw a sketch that graphically portrays the COA statement. <p>8. Staff sections conduct COA briefing.</p> <ul style="list-style-type: none"> a. Provide updated IPB based on most current information. b. Provide possible threat COA based on situation templates. c. Provide restated mission, and the commander's and higher commander's intent. d. Provide CCIR. e. Provide COA statement and sketch. f. Provide rationale for each COA. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S2/3 Office
 S1 Section
 S6 Section
 S4 Section
 Support Operations Office
 Command Section
 Unit Ministry Team

TASK: Maintain Current Estimates of the Situation (63-6-4004)
 (FM 101-5) (AR 530-1) (FM 101-5-1)
 (FM 3-4) (FM 34-60) (FM 63-3)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The XO has directed the appropriate staff officers to prepare/update estimates of the situation for their respective areas of responsibility. The commander has provided his planning guidance. LPT is available for review. The supported command's COA has been identified. IPB data, including probable threat COA, has been consolidated into appropriate format for planning purposes. The headquarters has digital and/or analog communication with higher and lower HQ. SCPE is on hand or field-expedient natural shelters are available. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Each staff officer prepares a written estimate in his own area of responsibility IAW formats in FM 101-5 or TSOP. The following estimates are maintained: personnel, CSS, civil-military, communications, operations security, deception, and psychological operations. At MOPP4, performance degradation factors increase completion times for maintaining current staff estimates.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
* 1. Staff section leaders supervise development of estimates of the situation. <ul style="list-style-type: none"> a. Provide preparation guidance to staff member consistent with instructions provided by the XO. b. Provide PIR and CCIR to staff members. c. Monitor staff actions to ensure compliance with commander's guidance, established procedures, and TSOP. d. Resolve all conflicts within staff section. e. Approve estimate(s) of situation within staff section. f. Brief estimate(s) of situation for area of responsibility. 2. Staff sections determine specific information requirements. <ul style="list-style-type: none"> a. Identify information requirements by reviewing higher HQ mission, concept of operation, and supported commander's restated mission. b. Identify information holdings by reviewing section workbook, situation map, policy files, and journals. c. Identify information collection policies and procedures from TSOP. d. Identify staff section, agencies, and documents where required information can be obtained. e. Identify PIR and CCIR. f. Make preliminary analysis of the functional area of responsibility. 3. Staff sections collect required information. <ul style="list-style-type: none"> a. Develop facts in own area of interest. b. Develop assumptions based on available information. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> c. Coordinate with other staff officers for required information using the appropriate communications system. d. Collect information from primary staff officers as they as they prepare their estimates. e. Collect information from special staff officers. f. Collect information from within the staff section. g. Identify what information collected sufficiently impacts on the analysis to effect which COA to recommend. <p>4. Staff officers provide input to estimate(s) of the situation.</p> <ul style="list-style-type: none"> a. Conduct an analysis of area of responsibility. b. Forward all required information concerning area of responsibility to designated staff section using the appropriate information system. c. Submit updated information as facts change the situation using the appropriate information system. <p>5. Staff sections develop current estimates of the situation.</p> <ul style="list-style-type: none"> a. List impact of METT-TC on specific area of responsibility and its impact on mission accomplishment. b. State the likely influence of METT-TC on the specific area of responsibility's support mission. c. Identify impact of other functional areas and their impact on mission accomplishment. d. State the likely influence of other functional areas on the specific area of responsibility's support mission. e. List advantages and disadvantages of each COA. f. State best COA. g. Recommend tactically sound "fixes" to any problems determined through the estimate process. h. Brief estimate to staff section leader. i. Disseminate estimate as prescribed by the deputy commander/XO and/or TSOP. j. Update estimate(s) as assumptions become concrete information or situation warrants. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"**" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Command Section
 S1 Section
 S2/3 Office
 S6 Section
 S4 Section
 Support Operations Office

TASK: Analyze Feasible Courses of Action (63-6-4005)
 (FM 101-5) (FM 101-5-1) (FM 3-4)
 (FM 3-5) (FM 63-3)

ITERATION: 1M 2M 3M 4M 5M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The staff has developed feasible friendly COA and the XO continues to lead the staff in the COA development/analysis process. Staff sections have updated estimates of the situation. The supported commander's COA has been identified, and the IPB process has identified probable threat COA. Analysis begins with the S2/3 briefing the staff on each COA. After the staff has selected the best probable COA, the S2/3 transcribes data into an operations estimate. Automated equipment may be available to assist in COA analysis. The TSOP indicates that if the commander selects a COA not previously considered the staff must go through COA development and analysis again. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and level I ground threat forces attack. This task is always performed in MOPPP4.

TASK STANDARDS: The best COA is identified and translated into a statement of what the command will do, using the elements of "who, what, when, where, how, and why". At MOPPP4, performance degradation factors increase completion times for analysis of COA.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Staff officers evaluate feasible COAs using appropriate information system. <ul style="list-style-type: none"> a. Identify COAs not feasible in specific area of responsibility. b. Identify what non-feasible COAs can be modified to become feasible or should be eliminated. c. Forward immediately any information that might affect another staff officer's analysis, using appropriate information system. d. Identify threat COA that should be the commander's greatest concern. * 2. Staff officers conduct war-gaming of feasible COA using appropriate information systems. <ul style="list-style-type: none"> a. Identify each COA's strengths and weaknesses. b. Record advantages and disadvantages of each COA. c. Identify all COA's decision points. d. Identify risks and major events for each COA. e. Identify critical information needed to support the decision points. f. Identify information collection and dissemination methods. g. Identify each COA requirements. h. Identify subordinate commands' task(s). i. Identify task organization requirements. j. Identify requirements for deception. 3. Staff sections assess operational risks. <ul style="list-style-type: none"> a. Examine events by location, conditions, and potential magnitude of risk. b. Identify where/when controls would be appropriate for synchronizing and protecting the force. c. Develop controls for each COA, as required. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>d. Compare each COA's benefits with its potential risk.</p> <p>4. Staff sections compare feasible friendly COAs using appropriate information system.</p> <ul style="list-style-type: none"> a. Compare each feasible friendly COA against each feasible threat COA. b. Develop decision matrixes. c. Score each COA in each staff section's area of expertise. d. Identify the best probable friendly COA against the threat's COA of most concern to the commander. <p>* 5. Staff officers conduct commander's briefing.</p> <ul style="list-style-type: none"> a. Provide all branches and sequels, which were identified during war-gaming. b. Present any unresolved issues or dissenting opinions. c. Provide answers to questions the commander may have concerning area of responsibility. d. Provide appropriate briefing charts and slides for area of responsibility. e. Announce staff's recommended COA. <p>6. S2/3 Section prepares operations estimate.</p> <ul style="list-style-type: none"> a. Secures data from COA analysis process. b. Secures current staff estimates. c. Consolidates data of analysis process and current estimates. d. Lists staff recommendation for COA in paragraph 5, "Recommendation". e. Formats selected data as prescribed by FM 101-5 and TSOP. f. Forwards operations estimate to the commander through the deputy commander/XO. <p>* 7. Commander/deputy commander/XO prepares supporting commander's (operations) estimate.</p> <ul style="list-style-type: none"> a. Compares the COAs. b. Accepts the staff recommended COA. c. Modifies another COA, if required. d. Selects another COA, if required. e. Refines chosen COA into clear, concise statement of intent. f. Constructs a concept of operations from the wording of the selected COA. g. Specifies command and support considerations. h. Defines acceptable risk to accomplish mission. i. Provides scheme of support operations and supporting element requirements. j. Announces decision and concept of operations. k. Lists decision in paragraph 5, "Decision". l. Finalizes the supporting commander's (operations) estimate. m. Forwards supporting commander's (operations) estimate using appropriate BFACs. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1M	2M	3M	4M	5M		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Support Operations Office
 S1 Section
 S6 Section
 S4 Section
 S2/3 Office

TASK: Prepare Operations Plan/Order (63-6-4006)
 (FM 63-2) (FM 101-5) (FM 101-5-1)
 (FM 3-4) (FM 3-5) (FM 63-2-1)
 (FM 63-3)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The commander has approved a course of action and he has provided his concept of operations. The XO has directed the S2/3 officer to complete/finalize the OPLAN/OPORD. Unit TSOPs, including higher and lower, are available. Automated equipment may be available to assist in preparation of the OPLAN/OPORD. The headquarters has digital and/or analog communication with higher and lower HQ. The staff continuously receives messages from appropriate headquarters and subordinate units by electronic means, radio, telephone, and courier. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The OPLAN/OPORD reflects the commander's intention and concept of operations and states what the commander wants subordinate units/elements to do. At MOPP4, performance degradation factors increase completion times for OPLAN/OPORD.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. S2/3 supervises staff input to OPLAN/OPORD preparation.</p> <ul style="list-style-type: none"> a. Inspects all staff input to OPLAN/OPORD to ensure commander's intent, concept of operation, and other guidance. b. Enforces command estimate time plan. c. Coordinates interstaff activities. <p>2. S2/3 personnel draft "Reference", "Time Zone Used," and "Task Organizations" sections.</p> <ul style="list-style-type: none"> a. Identify the map series, sheet number, edition, and scale according to the requirements of FM 101-5 and TSOP. b. State the time zone applicable to the operation. c. Describe the appropriate allocation of forces to support the commander's concept or indicate the annex where this information may be found. <p>3. Operations personnel draft paragraph 1, "Situation".</p> <ul style="list-style-type: none"> a. List information describing the threat's most probable COA in terms of one echelon below. b. List assessment of terrorist activities directed against U.S. Government interests in the AO. c. List annex or other intelligence sources as references. d. State mission of supported unit, the higher commander's intent, and concept of operations. e. State missions of other critical commands whose actions have a significant bearing on the mission. f. Provide instructions for minimizing exposure to fratricide; specifically, actions that commands must take which are not inherent in existing C2 measures. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>g. List units attached to or detached from the command, together with their effective attachment or detachment times (if applicable).</p> <p>h. List assumptions that are logical, realistic, and critical to mission success.</p> <p>4. Operations Section personnel draft paragraph 2, "Mission."</p> <p>a. State the mission clearly and concisely (Tells WHO, does WHAT, WHERE, WHEN, and WHY).</p> <p>b. State the mission that is based on essential tasks derived during mission analysis.</p> <p>5. Operations and Support Operations Sections draft paragraph 3, "Execution."</p> <p>a. State the commander's intent in sufficient detail to ensure appropriate action by subordinate commands (State the How).</p> <p>b. State the commander's concept of operations for the execution of support mission from start to finish.</p> <p>c. List the scheme of support that includes placement, movement, and primary mission of each subordinate command.</p> <p>d. Describe the assignment of civil affairs elements.</p> <p>e. List coordination instructions that are applicable to two or more subordinate commands and elements.</p> <p>f. Provide time or condition when the plan or order becomes effective.</p> <p>g. List CCIR, MOPP, and OEG levels, troop safety criteria, and counter fratricide measures.</p> <p>6. S1, S2, S3, S4 Sections and Support Operations Section draft paragraph 4, "Service Support."</p> <p>a. Provide general support concept statement, which identifies source of support and its location.</p> <p>b. List actions for materiel and services, medical evacuation and hospitalization, personnel, and civil-military co-operations.</p> <p>c. Identify the specific location that describes functional actions (such as annexes, TSOP, and supported command's OPORD service support annex).</p> <p>7. Operations Section personnel draft paragraph 5, "Command and Signal."</p> <p>a. State the map coordinates for the main, rear, and alternate CP locations.</p> <p>b. List signal instructions or refer to Signal Annex, if required.</p> <p>c. List acknowledgment instructions, signature block, authentication section, and distribution instructions.</p> <p>8. Operations Section personnel distribute OPLAN/OPORD.</p> <p>a. Forward draft copy to S2/3 officer and XO for approval or modification.</p> <p>b. Make all appropriate adjustments as directed by S2/3 officer and XO.</p> <p>c. Coordinate for preparation of the appropriate number of copies.</p> <p>d. Distribute OPLAN/OPORD to all appropriate staff sections, organic, and attached elements, using appropriate information system.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S2/3 Office
 S4 Section
 S6 Section
 S1 Section
 Support Operations Office

TASK: Prepare Annexes, Appendixes, Enclosures, Tabs, and Overlays (63-6-4007)
 (FM 101-5) (FM 101-5-1) (FM 21-31)
 (FM 3-4) (FM 63-3)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The commander has assigned missions to his subordinate commands and provided his decision and concept of operations. The S3 officer has staff responsibility for preparation of the OPLAN/OPORD and consolidation, publication, and distribution of all overlays, annexes, appendixes, tabs, enclosures, and additions. The XO has supervised staff input. Each staff section prepares appropriate annex(s) for specific area(s) of responsibility, if required. Automated equipment may be available to assist in preparation of annexes, appendixes, enclosures, tabs, additions, and overlays. SCPE is on hand or field-expedient natural shelters are available. This task is performed under all day and night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: All required annexes, appendixes, enclosures, tabs, additions, and overlays are completed IAW FM 101-5, TSOP, and commander's guidance. At MOPP4, performance degradation factors increase completion times for annexes, enclosures, tabs, additions, and overlays.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. S2/3 supervises staff preparation of annexes, appendixes, enclosures, tabs, and overlays.</p> <ul style="list-style-type: none"> a. Reviews commander's intent and concept of operations. b. Forwards list of all required annexes and overlays to the staff, using appropriate communication system. c. Inspects all staff input to annexes, appendixes, enclosures, tabs, additions, and compliance with commander's intent, concept of operation, and other guidance. d. Selects the task organization method the staff will use in coordination with XO. e. Approves/modifies all staff annexes, appendixes, enclosures, tabs, additions, and overlays. f. Coordinates preparation activities between staff sections. <p>2. S2/3 and Support Operations Section prepare task organization annex.</p> <ul style="list-style-type: none"> a. Reviews commander's intent and concept of operations. b. Reviews supported command's OPLAN/OPORD to identify unit availability. c. Consolidates branch specific requirements for development of troop list. d. States the time zone applicable to the operation. e. Organizes subordinate commands based on capability to support mission assigned by higher headquarters commander. f. Coordinates MTOE/TDA changes and activation actions with higher G3 to ensure compatibility with the command troop list and TPFDL. g. Identifies where to reduce or add units (or elements) by reviewing the supported commander's scheme of maneuver and terrain factors. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>h. Formats task organization IAW FM 101-5 and FM 101-5-1. i. Forwards draft task organization annex to the XO for approval or modification. j. Maintains current record of each copy of annex produced.</p> <p>3. S2/3 Officer, in conjunction with the Support Operations Section, prepares operations overlay to OPLAN/OPORD. a. Reviews commander's intent and concept of operations. b. Identifies locations for all subordinate commands, supply points and routes, distribution points, medical facilities, and special identified areas. c. State map reference data, effective date, and purpose of overlay. d. Provide classification markings and downgrading instructions. e. Apply overlay plotting techniques outlined in FM 21-31. f. Plot boundaries, supporting, supported, and subordinate commands' locations within 50 feet of actual locations. g. Affix graphic portrayal of axis of advance, supply routes, supply points and distribution points. h. Forwards draft overlay to XO for approval or modification.</p> <p>4. Staff sections prepare specific annexes, appendixes, enclosures, tabs, and additions, using appropriate communications and information systems. a. Identify specific information for dissemination not readily incorporated into the basic plan/order.</p> <p>NOTE: Annexes do not include TSOP items. b. Select required information for incorporation into annexes, appendixes, enclosures, tabs, and additions. c. Provide required information that expands the annex, if required. d. Provide required information that expands the appendix, if required. e. Provide required information necessary to amplify a tab.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S2/3 Office
 Support Operations Office
 Plans/Intelligence Branch
 S4 Section

TASK: Develop Road Movement Order (63-6-4009)
 (FM 101-5) (FM 101-5-1) (FM 3-4)
 (FM 55-30) (FM 63-3)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: A new area of operations has been identified. Future locations of subordinate/supporting units have been designated and coordinated with the higher HQ staff element. The HQ is responsible for positioning all its subordinate commands. The HQ has digital and/or analog communications with higher and lower HQ. Status reports, maps, overlays, Unit TSOP, higher TSOP, and lower TSOP are available. The S2/3 has staff responsibility for the movement order in coordination with the Support Operations and S4 Section. The OPLAN/OPORD is available. During the move the staff continues to direct logistics activities in support of the current operation. SCPE is on hand, or field-expedient and natural shelters are available, whichever applies. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Movement order is prepared IAW FM 101-5 and the TSOP within the time established in the preparation guidance. At MOPP4, performance degradation factors increase completion times for movement order.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Plans/Intelligence Branch lists requirements and external coordination necessary for HQ company and other assigned or attached to HQ to conduct a road movement. <ol style="list-style-type: none"> a. Identifies the current vehicle availability rate of HQ company and other elements assigned or attached to HQ. b. Identifies the number of vehicles required to relocate the HQ company and other elements assigned or attached to HQ. c. Calculates the number of lifts required to relocate the HQ company and other elements assigned or attached to HQ. d. Identifies all adjacent command boundaries and areas of responsibility to be crossed by subordinate commands and elements. e. Identifies the probable security requirements by reviewing intelligence estimates and summaries. f. Briefs S2/3 Officer, as required. 2. Plans/Intelligence Branch selects tentative march route(s) for HQ company and elements assigned or attached to HQ, using appropriate communications and information systems. <ol style="list-style-type: none"> a. Identifies all possible routes by conducting map reconnaissance. b. Identifies current tactical implications for all possible routes in close coordination with the RCPOC. c. Identifies possible problem areas and road traffic ability from engineer road classification overlays and intelligence summaries. d. Conducts comparative analysis of all possible routes. e. Selects best possible route(s). f. Coordinates route selection with and other staff sections. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>g. Forwards route(s) selection to the S2/3 Officer for approval or modification.</p> <p>3. S2/3 Officer directs route reconnaissance activities.</p> <p>a. Tasks HQ company and other elements assigned or attached to HQ to conduct reconnaissance of tentative march routes.</p> <p>b. Briefs/directs the conduct of reconnaissance parties' leader briefing(s).</p> <p>c. Maintains situational awareness at all times using appropriate communications and information systems.</p> <p>d. Monitors movement and activities of all reconnaissance parties to ensure compliance with instructions and TSOP.</p> <p>e. Debriefs or directs the conduct of debriefings of elements' reconnaissance leaders upon completion of mission.</p> <p>4. Plans/Intelligence Branch selects specific march route(s).</p> <p>a. Consolidates all route reconnaissance party(s) data.</p> <p>b. Conducts comparative analysis of all data for each tentative route.</p> <p>c. Selects primary and secondary route(s) for each subordinate element.</p> <p>d. Coordinates routes with commanders and leaders of all elements.</p> <p>e. Prepares overlays using subordinate unit reconnaissance data.</p> <p>f. Briefs the S2/3 Officer for approval or modification instructions, as required.</p> <p>g. Provides reconnaissance and route selection update to the commander.</p> <p>h. Forwards all reconnaissance data to supported command HQ, Support Operations Section, RCPOC and adjacent and subordinate units, using appropriate communications and information systems.</p> <p>5. S4 Section coordinates internal support requirements for move.</p> <p>a. Coordinates supply support with subordinate and attached units using the appropriate communications and information systems.</p> <p>b. Coordinates maintenance support with subordinate and attached units using the appropriate communications and information systems.</p> <p>c. Coordinates transportation support with subordinate and attached units using the appropriate communications and information systems.</p> <p>d. Coordinates food service support with subordinate and attached units using the appropriate communications and information systems.</p> <p>6. Support Operations Office and Movement Control Office coordinate external movement support requirements.</p> <p>a. Coordinate additional external transportation requirements with the transportation management support element using the appropriate communications and information systems or DAMMS-R.</p> <p>b. Coordinates route clearances in the Division with the DTO and at Corps with appropriate coordinating transportation office and the supporting RCPOC using the appropriate communications and information systems or DAMMS-R.</p> <p>c. Coordinates medical treatment and evacuation requirements and procedures with supporting units using the appropriate communications and information systems.</p> <p>d. Coordinates security escort, fire support, and CAS requirements with supporting RCPOC using the appropriate communications and information systems.</p> <p>e. Coordinates MP traffic control support with supporting MP element and supporting RCPOC using the appropriate communications and information systems.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>f. Coordinates decontamination and smoke requirements with the chemical officer through the RCPOC using the appropriate communications and information systems.</p> <p>7. Plans/Intelligence Branch develops movement schemes for HQ company and other elements assigned or attached to command.</p> <ol style="list-style-type: none"> a. Coordinates with elements' commanders for the task organization and order of march. b. Debriefs elements' reconnaissance personnel. c. Prepares road movement table(s), graphs, and overlays, using appropriate communications and information systems and DAMMS-R. d. Coordinates advance/quartering party composition and departure time with the elements' commanders. e. Maintains situational awareness at all times using appropriate communications and information systems. <p>8. S2/3 and S4 Sections develop support-during-movement plan.</p> <ol style="list-style-type: none"> a. Calculates projected logistics and CHS requirements until new operational sites are established by evaluating current supported units' assets. b. Coordinates anticipated requirements with supported units in current AO using the appropriate communications and information systems. c. Provides recommendations for order of movement for elements and specific shuttling of high priority logistics and possible CHS assets. d. Establishes notification procedures to alert customers of "when" and "what" facilities are available during movement. <p>9. Plans/Intelligence Branch develops overall movement scheme for move.</p> <ol style="list-style-type: none"> a. Identifies the task organization for movement with critical supplies and equipment dispersed throughout all elements. b. Assigns order of march for move by placing elements with the highest critical items in the first serial. c. Prepares road movement table(s), graphs, and overlays for the move, using appropriate communications and information systems. <p>NOTE: Under MOPP4 conditions, road movement tables should be increased a minimum of 3 times the normal movement time.</p> <ol style="list-style-type: none"> d. Coordinates advance/quartering party composition and departure time with all subordinate elements' commanders, using appropriate communications and information systems. <p>10. Plans/Intelligence Branch drafts "Reference", "Time Zone Used", and "Task Organization" sections of the movement order.</p> <ol style="list-style-type: none"> a. Lists all maps and overlays, charts, or other documents required to understand the order. b. Transcribes time zone used throughout from the OPLAN. c. Identifies task organization as directed by S2/3. <p>11. Plans/Intelligence Branch drafts paragraph 1, Situation.</p> <ol style="list-style-type: none"> a. Provides weather forecast for duration of move and its effect on route(s). b. Provides terrain analysis and its effects on the move. c. Lists enemy disposition, strength, and capability factors affecting movement. d. Lists all friendly units that provide support during the move. e. Lists attachments and detachments initiated for movement purposes only. <p>12. Plans/Intelligence Branch drafts paragraph 2, Mission.</p>		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>a. States those tasks to be accomplished, addressing who, what, when, why, and where.</p> <p>b. Provides overall movement mission statement that includes the purpose of movement and the start times.</p> <p>13. Plans/Intelligence Branch drafts paragraph 3, Execution.</p> <p>a. Provides brief statement on the concept of the move.</p> <p>b. Lists all subordinate elements' taskings required to complete the move.</p> <p>c. Lists all coordinating instructions applicable to two or more subordinate elements and the HQ.</p> <p>14. S4 Section drafts paragraph 4, Service Support.</p> <p>a. Lists all units and the service support they provide to at least two subordinate elements and the HQ.</p> <p>b. Lists all traffic control support that affects at least two subordinate units and HQ.</p> <p>c. Lists the element's service support functions.</p> <p>15. Plans/Intelligence Branch drafts paragraph 5, Command and Signal and the Authentication Section.</p> <p>a. Lists position of command group in the sub-elements move and the location of HQ during the move.</p> <p>b. Lists CP closing and opening times and new location.</p> <p>c. Lists all communications information.</p> <p>NOTE: List includes effective SOI, instructions on the use of radio and pyrotechnics, and any restrictions or special communications procedures.</p> <p>d. Lists acknowledgement instructions appropriate signature block, and distribution instructions.</p> <p>16. Plans/Intelligence Branch distributes movement order.</p> <p>a. Forwards draft movement order to the S2/3 for approval or modifications.</p> <p>b. Coordinates movement order review with other staff sections.</p> <p>c. Distributes approved movement order to appropriate staff sections, subordinate, and attached units, using appropriate communications and information systems.</p>		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: Command Section
 S1 Section
 S2/3 Office
 Plans/Intelligence Branch
 S6 Section
 S4 Section
 Support Operations Office

TASK: Develop Occupation Plan (63-6-4010)
 (FM 101-5) (FM 101-5-1) (FM 3-4)
 (FM 5-103) (FM 63-3)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The XO has assigned responsibilities for planning the occupation of a new area to the staff sections and the S2/3 has the lead in plan development. Subordinate units' missions have been identified and tentative operational and HQ locations have been designated. The Corps and division G3 has provided general reconnaissance information for planning purposes. Portions of the new area may be in or around cities or towns. The HQ has digital and/or analog communication with higher and lower HQ. Status reports, maps, overlays and other required documents have been forwarded to commanders and appropriate staff elements. Unit, higher, and subordinate TSOPs are available to the staff for use in the planning process. SCPE is on hand, or field-expedient and natural shelters are available. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Occupation plan is prepared IAW TSOP and is in compliance with commander's guidance. The areas selected support subordinate units and HQ personnel, equipment, and mission requirements. At MOPP4, performance degradation factors increase occupation plan completion time.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Plans/Intelligence Branch verifies the suitability of the new area by map reconnaissance. <ol style="list-style-type: none"> a. Calculates space requirements for number and type of elements and base facilities proposed in the new area. b. Identifies space availability to support number and type of elements, and base facilities proposed in the new area. c. Verifies the suitability of the area to support equipment and vehicles. d. Identifies accessibility of roads and size of areas around buildings (urban environment). e. Determines the availability of area cover and concealment. f. Verifies that the area is suitability for establishing helicopter landing sites. 2. Staff Sections provide a support analysis of tentative operational areas, using appropriate communications and information systems. <ol style="list-style-type: none"> a. Identify specific functional area advantages and disadvantages of proposed areas by reviewing Corps and Division Analyses of the AO. b. Provide a communications support analysis citing advantages and disadvantages of proposed areas. c. Provide a distribution analysis citing advantages and disadvantages of proposed areas. d. Provide an NBC defense analysis citing advantages and disadvantages of proposed areas. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> e. Provide ADP analysis citing advantages and disadvantages of proposed areas. f. Provide OPSEC analysis citing advantages and disadvantages of proposed area. g. Provide a logistics analysis citing advantages and disadvantages of proposed areas. h. Forward analysis reports to S2/3 Section. <p>3. S2/3 Section selects final sites for subordinate elements and HQ.</p> <ul style="list-style-type: none"> a. Identifies specific missions for each subordinate element and HQ. b. Identifies proposed locations of all subordinate elements and HQ. c. Posts proposed HQ and subordinate elements' positions on the situation map(s). d. Coordinates proposed site selections with subordinate elements and staff, using appropriate communications and information systems. e. Briefs proposed sites and rationale to the commander or XO for approval or modifications. f. Forwards approved site selections to Corps and/or Division HQ, staff, RCPOC and subordinate elements, using appropriate communications and information systems. g. Prepares map overlays with all appropriate boundaries, supply routes, and subordinate elements locations using symbols IAW FM 101-5-1, using appropriate communications and information systems. <p>4. S2/3 Section formulates a tentative CP area layout plan.</p> <ul style="list-style-type: none"> a. Selects a general location for the CP. b. Designates location of subordinate elements. c. Prepares a traffic circulation plan, which depicts the traffic pattern for key roads in the general and CP area. d. Prepares communication plan, which shows wire diagrams that connect all subordinate elements and includes instructions for runners system until wire communications are operational. e. Prepares a hasty security plan, which provides minimum requirements for all subordinate elements. f. Disseminates layout plan to all subordinate elements and the advance/quartering party leader, using appropriate communications and information systems. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S6 Section

TASK: Establish Communications (63-6-4016)
 (FM 24-33) (FM 24-18) (FM 24-22)
 (FM 24-35) (FM 24-35-1) (FM 34-80)
 (FM 63-3)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The advance/quartering party has secured the new area of operations IAW movement order and TSOP. Communications personnel accompanied the advance party to establish the command's communications system at the new location. The supporting signal element is responsible for running wire to the CP from higher HQ. Locations for activities, in the support area, such as the CP (Forward), have been designated. Equipment and personnel necessary for establishing communications are available. Initial communications were established by the communications elements that accompanied the advance party. Unit TSOPs, including higher and lower, are available. The TSOP or communications plan requires the establishment of a 24-hour message service to supplement/serve as backup for communications systems. LPT is available for review. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Wire, radio, and digital communications and generator power are established IAW the communications plan, OPORD, SOI/SSI and TSOP. At MOPP4, performance degradation factors increases time required to establish communications.

NOTE: For staffs without a S6 Section, this task will be performed by the S2/3 Section, Communications Branch.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>* 1. S6 Section/Communication Branch Chief organizes communications element of the advance/quartering party.</p> <ul style="list-style-type: none"> a. Selects branch personnel to perform all communication setup tasks at new location. b. Selects required vehicles and equipment to establish communications at the new site IAW movement order or TSOP. c. Coordinates area communications system support at the new location with supporting signal element. d. Inspects personnel, vehicles, and equipment before departure for compliance with TSOP and commander's guidance. e. Dispatches communications element to assembly area for departure. f. Ensures radio communications exist during a move between the start point and release point. <p>2. S6 Section/Communication Branch provides assistance for area communications system hookup.</p> <ul style="list-style-type: none"> a. Identifies locations of the switchboard in coordination with HQ advance/quartering party leader. b. Identifies all other elements that require area communication system hookup. <p>3. S6 Section/Communication Branch installs local and area networks.</p> <ul style="list-style-type: none"> a. Determines digital communications service requirements. b. Ensures digital communications links with higher, adjacent, and subordinate units. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> c. Plans backup means of communications. d. Implements backup means of communications. <p>4. S6 Section/Communication Branch performs system/software security manager functions.</p> <ul style="list-style-type: none"> a. Issues passwords. b. Installs antivirus software. c. Performs CSSCS network management functions in support of Support Operations Section. d. Coordinates with the CSSAMO to resolve application problems with CSS STAMIS and CSSCS. e. Advises the commander, staff and subordinate units on communications matters. f. Coordinates with Support Operations Section to ensure COOP is included in communications estimate/plan. <p>5. S6 Section/Communication Branch establishes wire communications.</p> <ul style="list-style-type: none"> a. Identifies locations of all subordinate elements' CPs. b. Plans wire and telephone installation. c. Prepares a telephone traffic diagram. d. Installs telephone switchboard. e. Installs telephones. f. Lays wire for communications between switchboard and other subordinate elements. g. Establishes wire communications between LOC and switchboard. h. Establishes other wire communications between switchboard and other subordinate elements when area signal support personnel arrive. i. Tests each telephone circuit to ensure there are no breaks in the wire system. <p>6. S6 Section/Communication Branch Chief selects radio communication site.</p> <ul style="list-style-type: none"> a. Selects best location for primary communication site based on tactical and technical requirements in coordination with the advance/quartermaster party leader. b. Identifies support requirements for communication sites, such as fuel, water, maintenance, and rations. c. Selects alternate site(s). d. Selects locations away from power lines and other friendly sources of frequency interference. e. Establishes physical security control of COMSEC material and documents containing EEFI. f. Incorporates signal site defense plan with overall defense plan, using appropriate BFACS. <p>7. S6 Section/Communication Branch establishes generator power.</p> <ul style="list-style-type: none"> a. Selects sites. b. Establishes fire and fuel storage points. c. Levels generator sets. d. Conducts preoperational PMCS. e. Grounds generator sets. f. Connects DC power cable. g. Performs starting procedures. h. Accomplishes transition to generator power with minimum interruption of communications. i. Constructs sound barriers and screening system to muffle noise and minimize heat signal. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
j. Operates generator sets IAW appropriate TM. 8. S6 Section/Communication Branch establishes a message center. a. Establishes primary and alternate messenger routes and schedules. b. Coordinates pickup and delivery times with users. c. Identifies type of messengers to be used. d. Establishes message control and accountability procedures.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: S6 Section

TASK: Maintain Communications (63-6-4038)
 (FM 24-33) (AR 380-19) (AR 380-19-1)
 (AR 380-40) (FM 24-18) (FM 24-35)
 (FM 24-35-1) (FM 3-4)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Support operations have commenced and elements within the LOC have communications with the headquarters staff and supporting units, and supported units. The unit and higher-level HQ OPORD, with all annexes, status reports, maps, and overlays have been forwarded to the commander and responsible staff elements. The unit higher and lower TSOPs and SOI/SSI are available. Coordination of support operations is coordinated by radio, digital devices, telephone, and/or messenger. The threat is capable of locating, identifying, and rapidly exploiting all types of communications. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Uninterrupted, 24-hour communications is provided to headquarters and all supported units through one or more external means. At MOPP4, performance degradation factors increase the time required to maintain the communications system.

NOTE: If there is not a S6 Section, the S2/3 Section, Communications Branch will perform task steps assigned to S6. At MOPP4, only those tasks deemed mission-essential by the commander are performed.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S6 Officer exercises staff supervision over analog and digital communications services. <ol style="list-style-type: none"> a. Advises the commander and staff on all communications matters. b. Maintains local area networks. c. Issues passwords. d. Installs antivirus. e. Coordinates manipulative communications deception plans with the S2/3. f. Coordinates tactical ECCM with the S2/3. g. Coordinates CSSCS network management with support operations personnel. h. Troubleshoots communications equipment or system problems with unit's users. i. Ensures analog and digital communications with higher, adjacent and subordinate units. 2. S6 Section operates the HQ NCS. <ol style="list-style-type: none"> a. Opens net IAW current SOI/SSI. b. Challenges all stations in net as required in the SOI/SSI. c. Controls entry and departure of all stations. d. Corrects all errors in net operating procedures. e. Enforces station and net restrictions. f. Observes radio and listening silence periods as prescribed by OPORD or commander's directives. g. Completes transition to extended range of radio station within 15 minutes, if required. h. Remotes radio station(s) at least one kilometer, if required. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>i. Close net IAW SOI/SSI.</p> <p>3. Radio operators transmit and receive messages over the radio net.</p> <ol style="list-style-type: none"> a. Process messages by precedence and date and time group IAW the TSOP. b. Process incoming messages without errors. c. Forward incoming messages to appropriate element or section. d. Check outgoing messages for completeness and readability. e. Employ approved radio-telephone procedures. f. Transmit message IAW precedence, correct format, and prescribed text. g. Employ approved codes and brevity lists when transmitting the names of persons, places, and sensitive information. h. Decrypt all incoming messages. i. Encrypt all outgoing messages. j. Transmit messages for no longer than 20 seconds. k. Employ lowest operational power setting consistent with operational requirements. <p>4. S6 Section maintains land line communications.</p> <ol style="list-style-type: none"> a. Maintains wire communications between CP and all subordinate units. b. Maintains a hot loop between the command's CP and all subordinate elements, if switchboard is not available. c. Establishes messenger runner when land communications are inoperative. <p>5. Radio operators implement remedial ECCM.</p> <ol style="list-style-type: none"> a. Identify whether the source of interference is internal or external by disconnecting the radio antenna. b. Continue to operate in an attempt to communicate through the jamming. c. Switch to high power on receiver-transmitters. d. Recommend distant stations switch to high power. e. Relocate radio set (mobile units) to take advantage of terrain features to reduce the effects of jamming. f. Relocate the antenna to take advantage of terrain features to reduce the effects of jamming. g. Submit initial MIJI Feeder Voice Template Report to higher HQ communications section. h. Reroute message traffic using alternate means of communications, such as relay (through another station), or wire. i. Request (using alternate means) that the net change to a backup frequency. <p>6. Radio operators implement AM remedial ECCM.</p> <ol style="list-style-type: none"> a. Identify whether the source of interference is internal or external by disconnecting the radio antenna. b. Continue to operate in an attempt to communicate through the jamming. c. Check for intentional or unintentional interference. d. Check equipment grounding. e. Use radio frequency gain/frequency vernier in an attempt to work through the jamming. f. Relocate the radio set (mobile units) to take advantage of terrain features to reduce effects of jamming. g. Relocate the antenna to take advantage of terrain features to reduce the effects of jamming. h. Submit MIJI Feeder Voice Template Report to the area support Communications Branch and/or supporting signal element. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> i. Reroute message traffic using alternate means of communications, such as relay (through another radio station), FM, RWI, or wire. j. Request using alternate means that the net change to alternate frequency. <p>7. S6 Section maintains generator power.</p> <ul style="list-style-type: none"> a. Operate generators IAW appropriate TM. b. Construct sound barrier and screening system to muffle noise and minimize heat signature. c. Construct fuel storage and fire control point for all generators as prescribed by TSOP and commander's guidance. <p>8. S6 Section employs SIGSEC measures.</p> <ul style="list-style-type: none"> a. Employs COMSEC measures IAW SOI/SSI to deny friendly telecommunications information to the threat. b. Employs ELSEC measures IAW SOI/SSI to protect electromagnetic transmissions, other than communications devices, from threat detection. c. Evaluates TEMPEST controls to identify emanations vulnerabilities and countermeasures. d. Processes initial MIJI Feeder Voice Template Reports from subordinate units. e. Forwards MIJI Feeder Voice Template Reports to the S2/3 Section IAW TSOP and SOI/SSI. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENT: Command Section

TASK: Provide Command and Control (63-6-4042)
 (FM 3-0) (FM 100-10) (FM 101-5)
 (FM 25-100) (FM 25-4) (FM 3-4)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command has been notified of a pending deployment or has already deployed to an OCONUS site. The Emergency Operations Center is functional and/or if the command has already deployed, the CP area has been established and tactical and support operations are ongoing. The headquarters has digital and/or analog communication with higher and lower HQ. Status reports, maps, overlays, and other required documents have been forwarded to the Commander and key staff leaders. The unit higher and lower TSOPs. If the command is in a field environment, SCPE is on hand or field-expedient and natural shelters are available. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Command Section commands and controls all subordinate unit activities IAW plans, established policies and directives, and the TSOP. At MOPP4, performance degradation factors increase time of decision-making procedures and activities.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. Command Section supervises activities of subordinate units. <ol style="list-style-type: none"> a. Monitors performance of subordinate elements to ensure required level of efficiency, as prescribed in plans, policies, directives, and the TSOP, is maintained. b. Monitors support plans to determine overall effectiveness. c. Assigns specific tasks to subordinate units. d. Monitors implementation of decisions, directives, and instructions to determine subordinate units' compliance. e. Issues FRAGOs to implement changes to the OPORD and annexes. * 2. XO supervises staff activity. <ol style="list-style-type: none"> a. Implements commander's directives in staff planning and policy making. b. Formulates staff operating policies. c. Supervises maintenance of master policy files. d. Monitors all staff actions for compliance with commander's guidance. e. Coordinates assigned mission with subordinate units' commanders using the appropriate BFACS, radio, or wire. f. Supervises the operations of the LOC. 3. Command Section exchanges information. <ol style="list-style-type: none"> a. Transforms pertinent information into usable data for decision making. b. Coordinates information exchange within, and with higher, adjacent, and subordinate units using the appropriate BFACS, radio, or wire. c. Conducts operational briefings as necessary. 4. Command Section provides staff liaison. <ol style="list-style-type: none"> a. Provides planning assistance to any supported unit, if requested. b. Provides assistance in planning contingency operations, when required. 5. Command Section maintains policy files. <ol style="list-style-type: none"> a. Maintains current policy files by tabbing and indexing. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
b. Maintains current staff journals. c. Maintains current section's workbook files. d. Maintains current section's situation maps and overlays. 6. Command Section reacts to loss of key personnel. a. Realigns staff based on line of succession or commander's guidance. b. Maintains continuity of operations. c. Forwards casualty reports to personnel channels using the appropriate BFACS, radio, or wire.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S2/3 Office
Support Operations Office

TASK: Establish the Common Operational Picture (COP) (63-6-4063)
(CSSCS OPERATOR (4.6)) (FM 3-0) (FM 4-93.52)
(FM 63-2) (FM 63-2-1)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: DISCOM units are providing divisional combat units with CSS and CHS support. For C2 and mission purposes, the Commander and primary staff personnel require periodic and continuous updates from STAMIS platforms, information systems, and asset tracking devices. Staff planners/coordinators consolidate data from a variety of sources in order to establish and maintain the command's current common operational picture (COP). Staff personnel update situation maps and overlays, current friendly and enemy tactical situations, projected enemy situation, enemy resources information, friendly forces battlefield resource reports, and intelligence products, as required. CSSCS is functional within the command and is effectively automating the manual/semi-automated processes for the collection, analysis, and distribution of C2 and mission-related information within the command and higher echelons. CSSCS nodes provide a concise summary of unit requirements and support capabilities by collecting, processing, and displaying information on key items of supply, services, personnel, and equipment that the commander deems crucial to the success of the operation. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: The staff establishes the common operational picture (COP). COP information includes: map and terrain data, friendly and enemy locations, logistics, and command and control overlays. COP information enables the Commander to make timely decisions and to direct effective support operations.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ol style="list-style-type: none"> 1. S2/3 personnel assemble data related to current operations/situation (Combat and Combat Support). <ol style="list-style-type: none"> a. Collect orders, messages, reports from responsible commanders/staff elements, CSSCS node(s), and/or Maneuver Control System (MCS) platforms. b. Maintain a journal of significant activities, IAW TSOP. c. Update overlays with CSS/CHS activity locations (two levels down and adjacent commands). d. Ensure that CSSCS reports reflect current supply status for critical classes of supply. e. Maintain status boards or overlay(s) that reflect enemy situations. f. Verifies that the Unit Task Organization (UTO) is current using CSSCS enabler or other available means. 2. S2/3 personnel analyze data related to current operations/situation (Combat and Combat Support). <ol style="list-style-type: none"> a. Consolidates reports/data from MCS, CSSCS, or other sources. b. Imports notional overlays from higher, lower, and supported headquarters, if applicable. c. Export notional overlays to higher, lower, and supported headquarters, if applicable. 3. S2/3 Sections (re)establish data feeds (platform or unit locations) for friendly, enemy, and other elements the command is tracking as follows: 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> a. Establishes live blue feed (friendly) using MCS data or data provided from other information enablers. b. Establishes red feed (hostile) using ASAS with data provided by FBCB2 and other intelligence sources. c. Establishes gray feed for other battlefield elements the command has decided to track (civilians on the battlefield, nonmilitary organizations, etc.) using ASAS with data provided by intelligence sources. d. Coordinates with the S6 Section for setting of software configuration settings to allow staff sections and elements to view the live feeds. <p>4. Support Operation personnel provide CSS/CHS related input for the COP.</p> <ul style="list-style-type: none"> a. Initialize the CSS/CHS input to the COP, in coordination with G4 channels. b. Establish the information needed to monitor CSS/CHS actions on the battlefield. <ul style="list-style-type: none"> (1) Verify that application system configurations are correct for the current/upcoming operation. (2) Create a notional overlay or Set Activates the Friendly CP Overlay(s) to display the following: <ul style="list-style-type: none"> (a) Proposed locations of units CPs. (b) Supply Points. (c) MSRs. (d) Major units and activities. (e) Potential Class I and water supply. (3) Directs the updating of CSSCS notional overlays in the active chart tab for upcoming operation, as required. (4) Directs CSSCS operator(s) to export CSS notional overlays (subordinate elements, supported units, and higher headquarters). c. Ensure that data feeds (live blue, red, and gray) are being received by CSSCS. <p>5. S2/3 evaluates the use of CSSCS in a network -- checks SOP, OPORD, or appropriate annex to ensure that:</p> <ul style="list-style-type: none"> a. Standard data flow diagrams are present. b. Standard CTIL is designated. c. Standard status designation thresholds are established. d. UTO is current/valid. e. Standard support relationships are established. f. Standard manual input requirements are established, including: <ul style="list-style-type: none"> (1) Basic loads. (2) Daily requirements. (3) Class I and water usage/feeding rate. (4) Stockage objectives. (5) Stockage objectives days of supply. g. Standard report schedule is listed. h. Standard database rollover schedule is noted. <ul style="list-style-type: none"> i. Database reinitialization schedule is established. j. ABCS requirements are noted. k. Security requirements are listed. <ul style="list-style-type: none"> l. Rules for the use of battle loss reports are discussed. <p>6. S2/3 directs the preparation of COP-related orders/annexes that include:</p> <ul style="list-style-type: none"> a. CCIR and unique CSSCS information requirements from higher command operations staff element(s). 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<p>b. Plans for CSSCS systems reconfiguration -- by determining and communicating changes in:</p> <ul style="list-style-type: none"> (1) Tactical dispositions. (2) Commander's information requirements. (3) CP and/or LAN configurations as reported by subordinate elements. (4) Communications connectivity. (5) Database locations. (6) Database management responsibilities. <p>c. Determines and communicates systems reconfiguration by:</p> <ul style="list-style-type: none"> (1) Developing required changes to the CSSCS system planning worksheets. (2) Determining needed changes to initialization instructions. (3) Developing required changes in database configuration. (4) Evaluating the backup and recovery plan to determine if/what changes need to be made. (5) Transmitting changes to subordinate elements. <p>d. Monitors the installation of the CSSCS nodes in the network.</p> <ul style="list-style-type: none"> (1) Ensures that nodes are installed IAW TSOP or the order/annex. (2) Ensures that the required nodes are in the network. <p>e. Monitors the status of CSSCS devices through reports from subordinate CSSCS Plans and Operations Officers, senior operator/operators.</p> <p>f. Report systems changes within staff channels.</p> <p>g. Monitors system performance through reports from subordinate units and terminal operators.</p> <p>h. Coordinates maintainers, as required.</p> <p>7. S2/3 Section ensures that CSSCS data is continuously disseminated to appropriate subordinate command leaders and staff elements.</p> <ul style="list-style-type: none"> a. Ensures command structure is briefed on current situations in accordance with TSOP. b. Ensures that information is disseminated to proper staff elements for appropriate action. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

- ELEMENTS:** Command Section
 S1 Section
 Unit Ministry Team
 S2/3 Office
 S6 Section
 S4 Section
 Support Operations Office
 Distribution Management Section

TASK: Combat Battlefield Stress (63-6-4303)
 (FM 22-51) (FM 100-14) (FM 3-4)
 (FM 6-22.5)

ITERATION: 1 2 3 4 5 M (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: Support operations are ongoing and continuous over a prolonged period of time causing stressful situations for units/elements/staff personnel. The HQ has digital and analog communications with higher and lower HQ. Unit higher and lower TSOPs are available. This task is performed under all day or night environmental conditions. The unit is subject to air, NBC, and Level I ground threat forces attack. Some iterations of this task should be performed in MOPP4.

TASK STANDARDS: Command key leaders and staff supervisors apply techniques to counter degradation of morale, training, and physical condition of personnel in performance of the CSS/CHS support mission. At MOPP4, performance degradation factors increase implementation time of stress prevention measures.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Commander and leaders perform stress prevention actions. <ul style="list-style-type: none"> a. Issue warning orders, OPORD, and FRAGO to the lowest possible level. b. Provide entire staff an accurate assessment of the friendly and enemy situations. c. Brief commander's intentions to all staff personnel. d. Speak positively concerning the missions, purpose, and abilities. e. Encourage a positive attitude throughout the staff. f. Employ an information dissemination plan designed to quell and prevent rumors. g. Inform personnel of availability of religious support. * 2. Commander and leaders implement sleep plan. <ul style="list-style-type: none"> a. Coordinate with HQ Company for a safe and secure area away from vehicles and other high-noise activities. b. Develop sleep plan IAW FM 22-51. c. Adjust sleep plan as dictated by tactical situation. * 3. Staff element leaders implement task rotation or restructuring procedures. <ul style="list-style-type: none"> a. Cross-train staff personnel on all critical tasks. b. Develop a plan for rotation of staff personnel between demanding and non-demanding tasks. c. Assign two staff members to function independently on tasks requiring a high degree of accuracy. d. Adjust task rotation policies and procedures to the tactical situation. * 4. Staff element leaders implement stress-coping and management techniques. <ul style="list-style-type: none"> a. Integrate new members into the staff elements immediately. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> b. Implement a buddy system to observe signs of stress or BF among staff members and leaders. c. Provide instructions on relaxation techniques to all staff personnel. d. Conduct routine after-action stress briefings. <p>* 5. Commander and leaders implement treatment techniques.</p> <ul style="list-style-type: none"> a. Develop plan to deal with mild, seriously stressed, or BF cases. b. Assign staff members showing signs of stress or BF to simple tasks. c. Direct staff members to be supportive of BF or stressed personnel. d. Direct movement of staff members showing no signs of improvement to supporting medical facilities. e. Refer for medical evaluation those staff members showing signs of serious stress or battle fatigue. f. Reintegrate RTD staff members into their specific element or section. <p>6. Staff personnel employ preventive stress measures.</p> <ul style="list-style-type: none"> a. Maintain a positive attitude concerning the unit's mission, purpose, and abilities. b. Comply with the commander's sleep plan. c. Identify signs of stress or BF in other staff members. d. Provide immediate buddy aid support. e. Report signs of stress or BF of other staff members to immediate supervisor. f. Accept new unit members immediately. g. Practice relaxation techniques at appropriate times and places. h. Participate in buddy system and after-action stress briefings. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S1 Section
 S6 Section
 S4 Section
 Command Section
 S2/3 Office

TASK: Plan Command Deployment Upon Receipt of a Warning Order (63-6-4873)
 (FM 55-65) (AR 220-10) (DOD 4500.32-R VOL 1)
 (DOD 4500.32-R, VOL 2) (DOD DIR 4500.9) (FM 100-17)
 (FM 100-17-3)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command receives deployment WARNO. The command is at a normal state of deployment readiness and receives a WARNO to go to an increased deploy ability posture in preparation for overseas deployment. The SDO or SDNCO has notified the commander. This task occurs concurrently with directing deployment alert activities. The unit MOBPLAN (RC), movement plan, recall plan, RSOP, TSOP security plan, unit access rosters, and current maps are available. The subordinate units are deploying as part of the command deployment. The command communicates with subordinate units by radio, telephone, electronic means, and courier. Deployment planning activities are performed under all day or night environmental conditions, except NBC. This task should not be trained in MOPP4.

TASK STANDARDS: MOBPLAN (RC) and movement plans are completed IAW governing regulations and higher HQ directions.

NOTE: MOBPLANS are required only for RC units. RC-specific tasks steps and performance measures are annotated "(RC)".

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. DISCOM Commander directs deployment planning. <ul style="list-style-type: none"> a. Identifies deployment mission requirements by reviewing the WARNO and appropriate CONPLAN. b. Briefs staff on deployment mission. c. Provides planning guidance to staff and subordinate units. d. Directs verification of deployment mission. e. Directs OPLANS update. f. Directs MOBPLAN (RC) review. g. Directs subordinate units movement plans validation. h. Directs security plan implementation. i. Verifies readiness status. * 2. Executive Officer coordinates staff planning. <ul style="list-style-type: none"> a. Implements commander's directives in staff planning and policy making. b. Assigns staff responsibilities for preparing movement/deployment plans. c. Monitors all staff actions for conformity to commander's guidance. d. Coordinates deployment mission with subordinate unit commanders. e. Consolidates input from staff sections for commander's briefing. f. Prepares commander's briefing. g. Identifies redeployment criteria. 3. S2/3 Section analyzes mission. <ul style="list-style-type: none"> a. Identifies all specified and implied tasks in the WARNO. b. Identifies all documented policies and procedures. c. Coordinates mission parameters and details with higher HQ. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> d. Coordinates with S1 Section for personnel analysis of mission. e. Coordinates with S4 Section for logistics and movement analysis of MSN. f. Verifies maps and overlays for current mission. g. Coordinates with Security Officer to incorporate risk management procedures into the OPLANs. h. Incorporates force protection measures into OPLANs. i. Briefs commander and staff on deployment mission. <p>4. Staff Officers conduct readiness review of subordinate units.</p> <ul style="list-style-type: none"> a. Performs personnel readiness review. b. Performs logistics readiness review. c. Performs OPSEC readiness review. d. Identifies readiness issues. e. Provides recommendations to improve readiness. f. Coordinates with supporting active readiness organization for support (RC). <p>5. S2/3 Section validates MOBPLAN (RC).</p> <ul style="list-style-type: none"> a. Updates MOBPLAN with current mission information. b. Confirms annex information is correct. c. Coordinates with S4 for review of logistics portions of plan. <p>6. S4 Section validates movement plan.</p> <ul style="list-style-type: none"> a. Validates movement plans for all modes of transportation in the WARNO. b. Validates equipment status against MCSR. c. Validates AUEL of subordinate units against unit property books. d. Coordinates for S2/3 review of subordinate unit and higher HQ movement plans. e. Verifies logistics annexes of MOBPLAN (RC). <p>* 7. Staff officers supervise staff actions.</p> <ul style="list-style-type: none"> a. Identify tasks that must be accomplished in order to deploy by reviewing the movement directive, RSOP, movement plan/order, OPLAN/CONPLANS and commander's guidance. b. Exchange pertinent information relevant to the deployment with the other staff sections. c. Direct preparation of input to the S2/3 Section for the update of plans, orders, and commander's brief, as required. d. Identify section requirements for deployment verification checklist. 		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

ELEMENTS: S1 Section
 S6 Section
 Command Section
 S2/3 Office
 S4 Section

TASK: Plan Command Redeployment (63-6-4874)
 (FM 100-17) (AR 220-10) (DOD 4500.32-R VOL 1)
 (DOD 4500.32-R, VOL 2) (FM 55-65)

ITERATION: 1 2 3 4 5 (Circle)

COMMANDER/LEADER ASSESSMENT: T P U (Circle)

CONDITIONS: The command receives a WARNO to deploy to home station. The command and subordinate units are located in the TAA. All personnel are present or accounted for, weapons and sensitive equipment have been secured, and inventories of vehicles, equipment and supplies have been conducted. Personnel and equipment status reports are being received from subordinate units. The command staff continuously receives messages from the appropriate higher HQ and subordinate units by radio, telephone, electronic means and courier. The readiness RSOP and deployment WARNO are available. This task should not be trained in MOPP4.

TASK STANDARDS: The Redeployment Movement Plan is completed IAW governing regulations and higher HQ directions.

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
<ul style="list-style-type: none"> * 1. Commander directs redeployment planning. <ul style="list-style-type: none"> a. Provides planning guidance to staff and subordinate units. b. Directs S2/3 to prepare OPORD. c. Directs S2/3 to validate subordinate units' Movement Plans. d. Directs Security Officer to update Security Plan. e. Directs S1 to verify SRP activities. * 2. Staff officers analyze mission. <ul style="list-style-type: none"> a. Identify tasks in the WARNO. b. Identify documented policies and procedures. c. Coordinate mission parameters and details with higher HQ. d. Coordinate with the S1 Section for personnel analysis of mission. e. Coordinate with the S4 Section for logistics and movement analysis of mission. f. Prepare command OPORD. g. Verify redeployment maps and overlays. h. Brief commander on redeployment mission. * 3. Executive Officer coordinates staff planning. <ul style="list-style-type: none"> a. Implements commander's directives in staff planning and policy making. b. Assigns staff responsibilities for updating redeployment plans. c. Monitors all staff actions for conformity to commander's guidance. d. Coordinates redeployment mission with subordinate unit commanders. e. Consolidates input from staff sections for commander's briefing. 4. Staff Sections conduct readiness review of subordinate units. <ul style="list-style-type: none"> a. Performs personnel readiness review. b. Perform logistics readiness review. c. Perform OPSEC readiness review. d. Identify readiness issues. 		

TASK STEPS AND PERFORMANCE MEASURES	GO	NO-GO
e. Make recommendations to bring unit to designated readiness level. 5. S4 Section validates deployment plans. a. Validates equipment status. b. Validates AUJEL for subordinate units. c. Coordinates for S2/3 review of subordinate units and battalion redeployment movement plans. * 6. Staff Officers supervise staff sections. a. Direct preparation of redeployment plans and orders. b. Direct preparation of draft input for commander's brief.		

TASK PERFORMANCE/EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5		TOTAL
TOTAL TASK STEPS EVALUATED							
TOTAL TASK STEPS "GO"							
TRAINING STATUS "GO"/"NO-GO"							

"*" indicates a leader task step.

SUPPORTING INDIVIDUAL TASKS: NONE

OPFOR TASKS AND STANDARDS: NONE

Chapter 6 External Evaluations

6-1. INTRODUCTION. An external evaluation is conducted to evaluate the unit's ability to perform its critical wartime mission. This chapter is a guide for preparing an external evaluation. The unit may modify the evaluation, based on METT-TC and other considerations, as deemed appropriate by the commander. The unit will be evaluated using the standards from selected T&EOs found in Chapter 5 of this MTP. This evaluation will encompass the whole unit and should employ a realistic OPFOR and the use of MILES. At the completion of the evaluation, the unit commander should be able to identify the strengths and weaknesses of the unit. These strengths and weaknesses will form the basis for future training and resource allocation.

6-2. PREPARING THE EVALUATION. The commander must standardize evaluation procedures to accurately measure the unit's capabilities.

a. **Preparing the Evaluation Instrument.** Prepare the evaluation by developing a scenario containing the major missions and appropriate tasks. Compile the selected missions and tasks in the order they logically occur in the detailed scenario. Group the selected missions and tasks in parts for continuous operations. Parts can be interrupted at logical points to assess MILES casualties and conduct in-process AARs. The sample evaluation scenario in Table 6-1 contains missions, as well as the appropriate tasks necessary to develop the scenario and execute the evaluation. Selective tailoring is required, because it is not possible to evaluate every task. Figure 6-1 illustrates the general scenario of task performances in this exercise. The following procedures are suggested for developing the evaluation.

(1) Identify the missions for evaluating each echelon or element, using Table 6-1. Record the selected missions in the Unit Proficiency Worksheet (UPW), Figure 6-2.

(2) List each mission on a Task Summary Sheet, Figure 6-3.

(3) Select the tasks for the evaluation of every mission. List the selected tasks on the Task Summary Sheets, which are used for recording the results of the evaluation.

(4) Compile the selected missions and tasks in the order they logically occur in the detailed scenario. Group the selected missions and tasks in parts for continuous operations, Table 6-1, Sample Evaluation Scenario. Parts can be interrupted at logical points to assess MILES casualties and conduct in-process AARs.

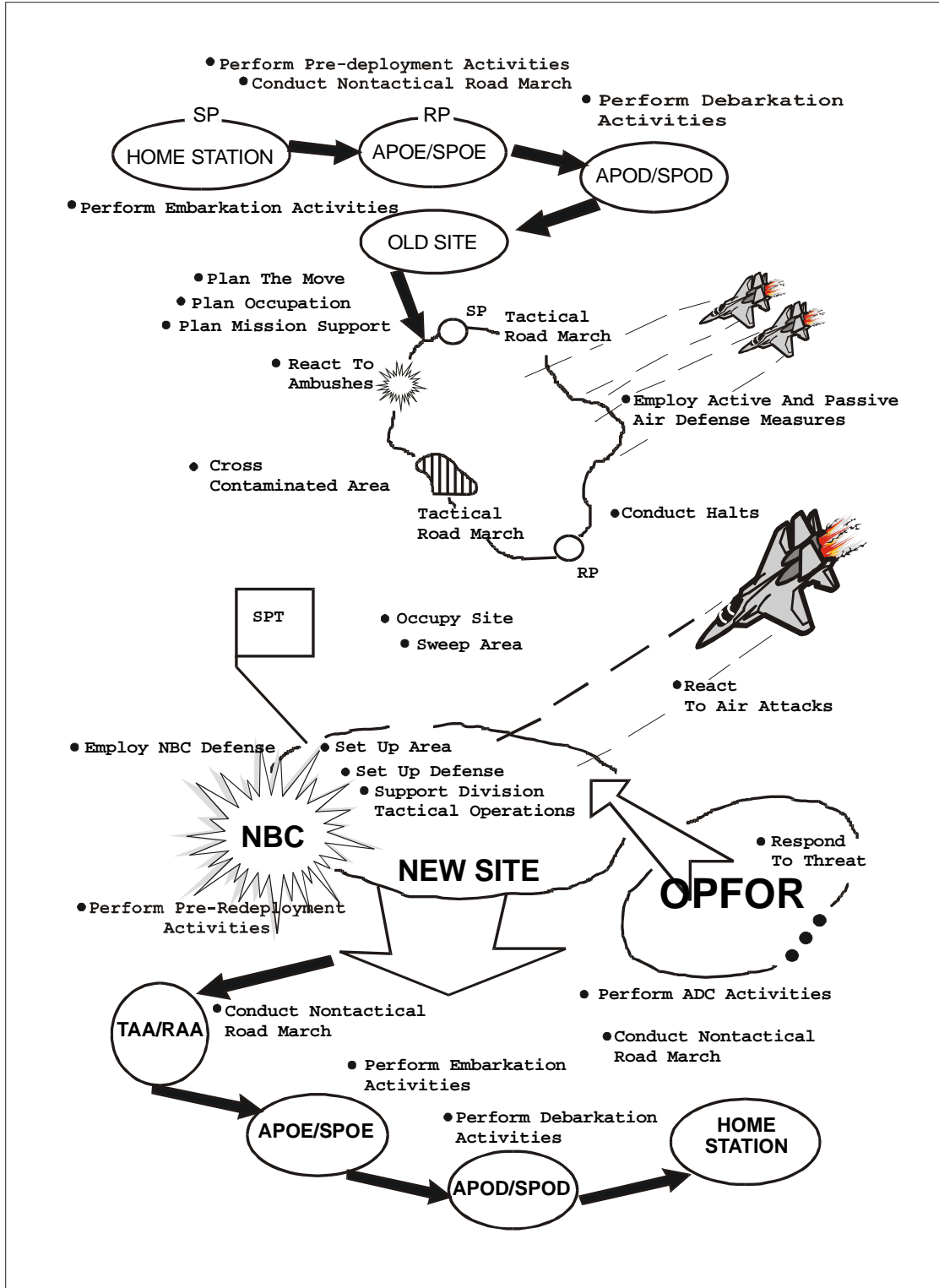


Figure 6-1. Example Graphic Evaluation Scenario

Unit _____ Date _____						
No.	Unit Mission /Task	Section /Squad	Section /Squad	Section /Squad	Section /Squad	Unit Overall and Remarks
		GO NO GO	GO NO GO	GO NO GO	GO NO GO	
		GO NO GO	GO NO GO	GO NO GO	GO NO GO	
		GO NO GO	GO NO GO	GO NO GO	GO NO GO	
		GO NO GO	GO NO GO	GO NO GO	GO NO GO	
		GO NO GO	GO NO GO	GO NO GO	GO NO GO	
		GO NO GO	GO NO GO	GO NO GO	GO NO GO	
		GO NO GO	GO NO GO	GO NO GO	GO NO GO	
		GO NO GO	GO NO GO	GO NO GO	GO NO GO	
		GO NO GO	GO NO GO	GO NO GO	GO NO GO	
* If more space is required for remarks use the back side of this form						

Figure 6-2. Example Unit Proficiency Worksheet

Table 6-1. Headquarters, Division Support Command Evaluation Scenario				
EVENT	ACTION	ESTIMATED TIME	TIME FRAME	
1.	Admin preparation	As required	Prior to start	
Part 1				
2.	Deployment alert notification	10 min	Day 1	0500
3.	Initiate recall plan	30 min		0530
4.	Establish the emergency operations center	2 hrs		0730
5.	*Operate the emergency operations center	10 hrs		
6.	*Supervise HQ, DISCOM deployment activities	3 hrs		
7.	Coordinate Soldier Readiness Program processing support	3 hrs		1010
8.	Provide deployment personnel and administrative support	4 hrs		1410
9.	Coordinate family assistance plan	2 hrs		1610
10.	Coordinate deployment training support	2 hrs		1810
11.	Perform deployment intelligence support functions	2 hrs		2010
12.	*Provide deployment logistics support	8 hrs		
13.	Update movement plan/order		50 min	2100
14.	Coordinate rear detachment support	2 hrs		2300
15.	*Perform home station rear detachment activities	2 hrs		
16.	AAR	1 hr		2400
Part 2				
17.	Coordinate relocation of subordinate elements	3 hrs	Day 2	0600
18.	Supervise relocation of subordinate elements	4 hrs		1000
19.	AAR	1 hr		1100
20.	Monitor advance/quartermen party activities	4 hrs		1500
21.	Establish DISCOM command post (forward)	2 hrs		1700
22.	Coordinate onward movement	1 hr		1800
23.	Supervise road march	1 hr		1900
24.	Threat interdictions		40 min	1940
25.	Cross release points		10 min	1950
26.	Supervise establishment of subordinate elements and DISCOM HQ	3 hrs		2250
27.	AAR	1 hr		2350

Table 6-1. Headquarters, Division Support Command Evaluation Scenario (continued)				
EVENT	ACTION	ESTIMATED TIME	TIME FRAME	
Part 3				
28.	Conduct mission analysis	1 hr		Day 3 0500
29.	Develop staff estimates	1 hr		0600
30.	Prepare operations order/plan and annexes	2 hrs		0800
31.	AAR	1 hrs		0900
32.	* Support division tactical operations	10 hrs		
33.	Threat interdictions		40 min	0940
34.	AAR	1 hr		1040
35.	Level II/III attacks		30 min	1110
36.	Defense responses		30 min	1140
37.	Damage assessment	2 hrs		1340
38.	Restoration of support	2 hrs		1540
39.	AAR	1 hr		1640
Part 4				
40.	Receive warning order for redeployment		10 min	DAY 4 0400
41.	Coordinate reconstitution for deployment	2 hrs		0600
42.	Prepare redeployment movement plan/order	1 hr		0700
43.	Supervise DISCOM redeployment activities	2 hrs		0900
44.	Provide redeployment support	2 hrs		1100
45.	Perform redeployment advance party activities	2 hrs		1300
46.	Perform theater rear detachment activities	2 hrs		1500
47.	Coordinate home station activities	2 hrs		1700
48.	Final AAR	2 hrs		1900
Total Time: 96 hrs				
* Events occur simultaneously.				

b. Forecasting and Requisitioning Resources. Adequate training ammunition, equipment, and supplies must be forecasted and requisitioned. Support requirements must be coordinated consistent with the level of evaluation (section, staff element, etc.) being conducted. OPFOR players and controllers must also be identified early to support free play if required. Table 6-2 is a consolidated list of support requirements for this evaluation. It is based on experiences with the scenario in Table 6-1. The evaluating headquarters will prepare its own consolidated support requirements.

c. Selecting and Preparing the Field Evaluation Site. Required size, type of terrain, OPFOR requirements, and administrative requirements are the basis for site selection. For this evaluation, an area of ___ meters X ___ meters is required. The OPFOR is positioned according to threat doctrine. The site must provide space for the administrative area required to support the evaluation.

d. Planning Indirect Fire Simulation. Because it greatly influences the outcome of battles, reaction to indirect fire is an important consideration of the evaluation. Indirect fire simulation requires considerable planning to achieve realism.

(1) The fire control system outlined in TC 25-6 is a recommended method of simulating indirect fire. Due to the amount of required resources, this method may be difficult to support.

(2) The commander may use the evaluation control headquarters method or the simulation without OPFOR method to evaluate the unit's ability to react to indirect fire. If the evaluation control headquarters method is used, the OPFOR will initiate a call for fire to the evaluation control headquarters that will simulate the tactical FDC. The control headquarters would then relay the delivery data to the OCs who would mark the impact of the round with artillery simulators and assess appropriate casualties. If an OPFOR is not used, the OC may ignite artillery simulators and observe the unit's reactions. The FM 25-series provide assessment and computation tables which may be used to determine casualties. Indirect fire simulation must be realistic and limited to what the unit could reasonably expect under combat conditions.

Table 6-2. Consolidated Support Requirements

To be developed

DISCOM support requirements can be calculated by adding the sum of the requirements for each subordinate STX and the requirements for the headquarters and headquarters company when these elements participate.

NOTE: The consolidated support requirements outlined are intended as suggestions only. Local policies or constraints may not allow for providing the items.

6-3. SELECTING THE OBSERVER CONTROLLERS.

a. OCs must know the unit's missions, organization, equipment, and employment. They should be at least equal in rank to the unit commander and have successfully performed in that specific or similar command position.

b. The following are minimum rank and experience requirements for the evaluators:

- (1) DISCOM OC will be an officer with DISCOM command/staff experience.
- (2) Battalion OC will be an officer with Battalion command experience.
- (3) Company OCs will be a Captain with Company command experience.

(4) Recorder will be an officer or NCO at the evaluation control headquarters who receives "kill" information or results and time data from the OCs.

6-4. TRAINING THE OBSERVER CONTROLLERS. OCs standardize administration of the evaluation by understanding the following functional areas:

a. Evaluation Design. Each part is designed to evaluate specific missions or tasks within the overall scenario. OCs must thoroughly understand the evaluation and correctly implement it.

b. MILES. Each OC, regardless of position, must have full knowledge of the unit's weapons and vehicles and must also thoroughly understand the MILES system being used. The unit commander is responsible for ensuring that all MILES equipment is functional before each part of the scenario.

c. Evaluation Control System. This system ensures the evaluation is administered in a consistent and standardized manner and correct data is collected for the final evaluation. It includes the following elements:

- (1) Rules of engagement.

- (2) OC duties and responsibilities.
- (3) Communication system.
- (4) Evaluation data collection plan.

d. **Safety.** During any training event, all soldiers and leaders must be safety conscious. Evaluators must ensure all events are conducted within established safety constraints. Prior to the beginning of each event, all personnel will be briefed on specific safety measures to be taken during execution.

6-5. SELECTING AND TRAINING THE OPFOR. The selection and training of the OPFOR is crucial to the success of a standardized evaluation. The OPFOR provides one of the control measures that influence the conditions under which the evaluation is administered. The unit should face an opponent that realistically resembles the threat in strength, weapons, and skill.

a. **Selection.** Any qualified Skill Level 1 or 2 soldiers can serve as OPFOR. Ideally, they should be a small cohesive unit under the control of their leader or commander.

b. **Training.** The OPFOR must understand the following six major areas:

- (1) Installation and operation of the MILES devices.
- (2) Rules of engagement.
- (3) Threat small unit tactics.
- (4) Training scenarios.
- (5) OPFOR weapons and equipment, if available.
- (6) Safety.

c. **OPFOR Strength.**

(1) **Offense.** Using MILES, the unit should outnumber the OPFOR three-to-one if an attack is to be successful. If the OPFOR is stronger than this ratio, only the most exceptional unit will be successful. They must be armed with weapons capable of defeating any of the unit's assets. As a general rule, the OPFOR should be strong enough to offer the unit a realistic challenge, but one that the unit can defeat when proper tactics are employed.

(2) **Defense.** The OPFOR, at a minimum, should have a three-to-one ratio of superiority, because anything less will not effectively challenge the unit when defending. The OPFOR should have sufficient weapons and ammunition to conduct a successful attack. They must be more than merely a series of targets to be destroyed. The OPFOR should be allowed to plan their own attack for each mission and not be forced into a "canned" attack that all units will quickly defeat. Once the OPFOR establishes their plan, they must use the same plan for all other like units for that event in order to maintain the objectivity and standardization of the evaluation.

6-6. CONDUCTING THE EVALUATION. Evaluations are divided into three distinct segments. Each segment requires a different degree of preparation and coordination.

a. Pre-evaluation.

(1) The senior OC and all other OCs must recon the evaluation area to know the unit's boundaries, disposition of the OPFOR, and the most likely avenues of approach throughout the field evaluation site's AO.

(2) The unit must prepare an OPORD and FRAGO to control the exercise. An order is prepared for each mission in the evaluation scenario. These can be prepared by using the skeleton orders contained in the STXs and FTXs in Chapter 4.

(3) Unit preparatory activities include installation and troubleshooting of MILES equipment, loading vehicles, conducting inspections, and performing other logistics and administrative actions as required.

(4) The OPFOR is placed in position and briefed while the unit is conducting its preparatory activities.

(5) The OCs should make an equipment function check following each unit move, after unit leaders have issued their instructions.

b. Evaluation. The senior evaluator controls the exercise and oversees the recording of mission performance. Evaluators resolve all conflicts and record all staff limitations as they arise. A debriefing should take place between modules to clear up any questions. Evaluators must remain neutral throughout the evaluation.

(1) The evaluation team controls the evaluation in two ways. First, the team uses measures established in both the movement order and in Paragraphs 3 and 5 in the OPORD and FRAGO. Second, the team controls the evaluation through the team commander (simulated by the senior OC for this evaluation) on the team net. The team does not control in the traditional sense; instead it accompanies the unit as observers. Only the senior OC has direct verbal contact with the unit commander. Other OCs do not speak to, aid, advise, point out positions, or in any way influence the unit's performance, except for a possible or actual safety issue or emergency. OCs are neutral throughout the evaluation.

(2) Once the senior OC issues the OPORD and movement order, the unit commander executes the events and actions prescribed in the first part of the evaluation scenario within the estimated time. From this point, all successive parts begin with a FRAGO.

(3) The senior OC can terminate any one of the parts of an exercise when the unit has completed all the events and actions in the segment or has suffered so many casualties or damage the part cannot be completed. The OC must record the reasons for the termination in the margin of the OC's Task Summary Sheets and report his action to the evaluation control headquarters. At this time, OCs must perform the following actions:

(a) Inspect all MILES equipment, record "kill" codes, and reset equipment. Any damaged or inoperative MILES equipment is replaced.

(b) Resolve all casualty data to determine the time, place, number, and cause of casualties. This information is reported to the recorder in the evaluation control headquarters.

(c) Debrief the unit to resolve questions. Afterwards, the senior OC directs the unit to continue its mission after it receives a FRAGO or OPORD for the next part.

(4) The OCs should follow these guidelines:

(a) Report major "kills" (vehicles, groups).

(b) Report major weapons fired. Together with reporting major kills, this is the best method for determining direct fire effectiveness. Both significant firings and hits are reported to the evaluation control headquarters.

(c) Enforce rules of engagement.

(d) Observe critical tactical events of time. OCs must spot and record any action, which might have an effect on later performance or mission outcome.

(e) Record travel routes and unit's location.

(f) Inform OPFOR controllers of the unit's location, direction of travel, and intent. This is necessary to enable OPFOR actions to be controlled in accordance with the desired sequence of events.

(g) Enforce safety.

(h) Terminate mission, as appropriate.

c. Post Evaluation. After the evaluation is terminated, the unit moves to an assembly area and performs the following functions:

(1) The unit OC debriefs subordinate OCs and compiles all data (evaluator packets) for the evaluation.

(2) The unit OC must complete the task summary sheets.

(3) The unit must turn in all completed OC packets (with the OC scoring system) to control headquarters for recording and analysis.

(4) The unit OC must conduct an AAR of the unit's performance.

(5) Each element OC should conduct an AAR of his element's performance.

6-7. RECORDING EXTERNAL EVALUATION INFORMATION.

a. The evaluating headquarters develops the data recording instruments for the OCs. The Unit Data Sheet, Figure 6-4, documents demographic information that may reflect on a unit's performance. The Environmental Data Sheet, Figure 6-5, documents weather information in order to compare missions under differing environmental conditions. The Personnel and Equipment Loss Report, Figure 6-6, documents information that may affect the unit's degree of success during engagements with the OPFOR.

b. The senior OC has the overall responsibility for preparation of the external evaluation. This evaluation is based on his own findings and subordinate OCs' input. Subordinate OCs use the task evaluation criteria (T&EO from Chapter 5 and Task Summary Sheets, Figure 6-3) to determine overall proficiency in their particular areas. The senior OC compiles the external evaluation results as proscribed by the evaluating commander. Deviations from the task standard assessed by the unit OC may be addressed in the senior OC comments portion of the UPW.

(1) Unit Data Sheet (Figure 6-4). This report records personnel and equipment status information.

UNIT DATA SHEET – Page 1						
1. UNIT DESIGNATION: _____				DATE: _____		
2. UNIT LEADERS (CIRCLE MOST CORRECT ANSWER)						
POSITION	RANK	TIME IN UNIT (MONTHS)				
CDR	COL/LTC	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
XO	LTC/MAJ	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
S1	MAJ/CPT	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
S2/S3	MAJ/CPT	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
S4	MAJ/CPT	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
S6	MAJ/CPT	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
SPT OPNS OFF	LTC/MAJ	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
PLANS OFFICER (DMS)	CPT/LT	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
OPNS OFFICER (DMS)	MAJ/CPT	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
MED OPNS OFF (DMS)	CPT/LT	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
CONTR MGMT OFF	MAJ/CPT	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
AMTN MGMT OFF	MAJ/CPT	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
INFOR SYS TECH	CWO/CW1	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
S&S OFF	CPT/LT	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
SUPPLY MGMT OFF	MAJ/CPT	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
SUBSISTENCE OFF	CPT/LT	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
PETROLEUM SUP OFF	CPT/LT	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
HLTH SVCS MAT OFF	MAJ/CPT	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
MAINT MGMT OFF	MAJ/CPT	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
AVN MAT OFF	MAJ/CPT	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
C-E MAINT OFF	CPT/LT	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
MVMT CTRL OFF	MAJ/CPT	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
PB TEAM CHIEF	CWO/CW1	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
SUP SYS TECH	CWO/CW1	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
CMD FOOD SVC TECH	CWO/WO1	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
CHEM OFF	CPT/LT	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
CHAPLAIN	MAJ/CPT	1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
		1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
		1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
		1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
		1 - 3	4 - 6	7 - 12	13 - 18	OVER 19
		1 - 3	4 - 6	7 - 12	13 - 18	OVER 19

Figure 6-4. Example Unit Data Sheet

UNIT DATA SHEET – Page 2	
3.	UNIT STRENGTH (Excluding Leaders): _____
4.	EQUIPMENT SHORTAGES (Major Items): _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____
5.	COMMENTS: _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____
EVALUATOR SIGNATURE: _____	

Figure 6-4. Example Unit Data Sheet (continued)

(2) Environmental Data Report (Figure 6-5). This report records information concerning weather and terrain conditions present during the evaluation period.

ENVIRONMENTAL DATA SHEET						
EXERCISE NUMBER AND DESCRIPTION:						
DATE/TIME EXERCISE STARTED:						
DATE/TIME EXERCISE ENDED:						
1. WEATHER CONDITIONS: (Circle appropriate description)						
CLEAR	PARTLY CLOUDY	HAZY	RAINING	SNOWING	FOG	
OTHER:						
TEMPERATURE:						
2. GROUND CONDITIONS: (Circle appropriate description)						
DRY	WET	ICE	SNOW			
OTHER:						
3. LIGHT CONDITIONS: (Circle appropriate description)						
DAY	NIGHT					
MOON PHASE:	1/4	1/2	3/4	FULL		
AVERAGE RANGE OF VISIBILITY DUE TO LIGHT:						
4. TERRAIN: (Circle appropriate description)						
FLAT	ROLLING	MOUNTAINOUS	JUNGLE	DESERT	URBAN	ARCTIC
OTHER:						
TOP SOIL:	SANDY	ROCKY	CLAY	OTHER:		
AVERAGE RANGE OF VISIBILITY DUE TO TERRAIN:						
5. REMARKS:						

Figure 6-5. Example Environmental Data Sheet

(1) Review training orders and objectives. Training objectives are the focus of the discussion of exercise results. The FRAGOs and OPORDs included in the exercise design implement these objectives. The OCs should be familiar with the objectives, FRAGOs, and OPORDs so they can note orders given by leaders of the evaluated unit and its subordinate elements that either implement these objectives or deviate from them.

(2) Observe the exercise. This is an active process. The emphasis is on noting those actions that make the difference between the unit's success or failure. OCs do not need to remain close to the unit leader, since more can be seen from high ground near the lead element's location or along the unit's route of march. Because unit orders identify important activities and checkpoints, OCs must be present when the commander issues the order. OCs should position them where they can best observe anticipated critical events. Examples of critical events include:

- (a) Conducting a road march.
- (b) Crossing a radiologically contaminated area.
- (c) Performing unit supply operations.
- (d) Responding to an NBC attack.

(3) Select the site and assemble the participants. After the exercise, select a site for the AAR. If possible, hold the AAR where the majority of action occurred, where most of the critical events took place (normally where the OPFOR was positioned), or where the terrain can be observed. Usually, the OPFOR or unit objectives are suitable for assembling the players and conducting AARs.

(4) Debrief the OCs. While the units are moving to the selected site, the OCs should be debriefed. The senior OC must have a complete understanding of what happened in the exercise. The fourth step in AAR preparation is to obtain a detailed description of the exercise's events in the order in which they occurred.

(5) Review the events. After the senior OC has a sound understanding of what happened during the exercise, he reviews and ranks the events in terms of their relevance to the training objectives and their contributions to the exercise outcome. He selects as many events as can be covered in detail during the time allowed for the AAR and places them in chronological order.

d. Conducting the After Action Review. Conducting the AAR requires five steps:

(1) Organize the participants. When the senior OC and AAR leader assembles the participants, he groups them according to their organization in the exercise. Each subordinate element's OC is responsible for the element he observed.

(2) State the training objectives. The AAR leader makes a brief statement of the training objectives for the exercise. These are described as specifically as possible. He states any additional teaching points he intends to cover during the AAR. These should be limited to three or four key points in order to keep the AAR focused and prevent it from becoming excessively long.

(3) Lead the discussion. The AAR leader guides the discussion of events in their order of occurrence. Diagrams help players visualize the exercise development. The AAR leader starts by sketching the main terrain features and, as the AAR proceeds, has the participants draw routes of advance, objectives, and locations of engagements. Each event is discussed in detail to make teaching points about the unit's performance during the event. The AAR leader should:

- (a) Avoid giving a critique or lecture.

- (b) Guide the discussion by asking leading questions.
 - (c) Suggest the players describe what occurred in their own terms.
 - (d) Suggest the players discuss not only what happened, but also how it happened, and how it could be done better.
 - (e) Focus the discussion to ensure important tactical lessons are made explicit.
 - (f) Relate events to subsequent results.
 - (g) Avoid detailed examination of events not directly related to major training objectives.
 - (h) Encourage the participants to use diagrams to illustrate teaching points and to show routes, phase lines, and objectives.
 - (i) Prohibit players from offering self-serving excuses for inappropriate tactical actions.
- (4) Review the sequence of events associated with the hazards of the risk assessment made prior to the exercise. Ask the following questions:
- (a) Were effective controls put in place to avoid accidents?
 - (b) Was training realism reduced through artificial control measures?
 - (c) Were all participants aware of hazards down to the lowest level?
 - (d) Did any hazard present itself that was not identified, and what was done to overcome it?
 - (e) Were there incidents of fratricide or near fratricide, and how can they be avoided in the future?
- (5) Summarize key points. The AAR leader briefly summarizes teaching points in terms of training objectives covered in the AAR. After the summary, he can have a private conversation with the unit commander regarding his strengths and weaknesses, and what he can do to improve his performance and that of his unit. A good AAR leader:
- (a) Maintains order and discipline.
 - (b) Reviews the training objectives.
 - (c) Addresses important events as they occurred and how the unit could have done them better. During the discussion, the leader avoids a detailed examination of events not directly related to the training objective.
 - (d) Traces the chain of events so all participants understand the results of mistakes. One mistake is often the partial cause of another.
 - (e) Clearly relates tactical events to teaching points.
 - (f) Involves participants in the discussion.

(g) Clearly and concisely summarizes the key teaching points and provides new training objectives.

(h) Reinforces points by using sketches, diagrams, or terrain models in the AAR.

e. Reference Materials. Reference materials for conducting an AAR are TC 25-6, TC 25-20, and FM 25-101.

Appendix A
Army Battle Command Systems and Command, Control,
Communications, Computers, Intelligence, Surveillance, and Reconnaissance

Army Battle Command Systems

1. The Army Battle Command Systems (ABCS) supports leaders and planners at tactical to strategic level through an integrated digital information network designed to provide automated command and control (C2) and situational understanding (SU) through seamless data architecture of existing and planned C2 systems.
2. ABCS includes the:
 - a. Global Command and Control System-Army (GCCS-A).
 - b. Army Tactical Command and Control System (ATCCS).
 - c. Force XXI battle command-brigade and below (FBCB2) systems.

The ABCS (Figure A-1) network feeds the C4ISR processes. C4ISR is an integrated system of doctrine, procedures, organizational structures, personnel, equipment, facilities and communications. The system will provide the commander and staff the ability to plan, execute, collect, control, exploit, disseminate, present, and protect, thus enabling effective command and control on the battlefield.

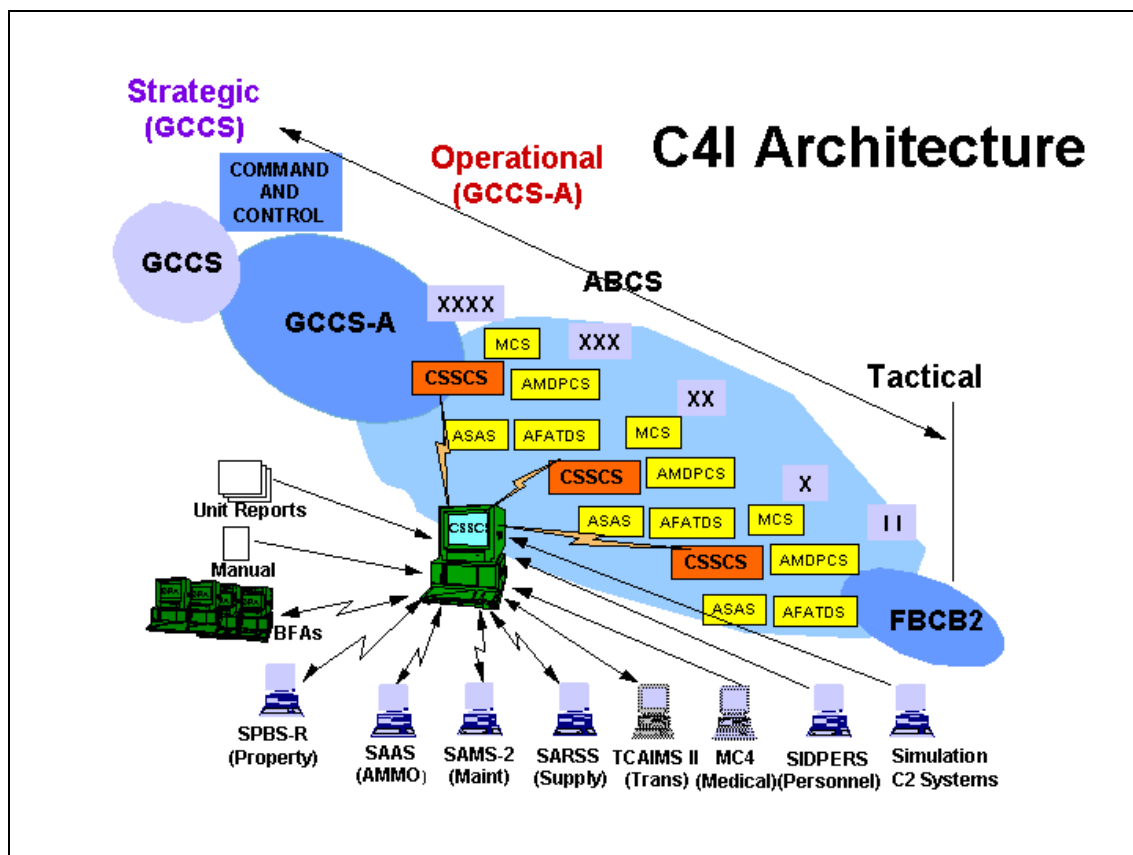


Figure A-1. C4I Architecture

3. The GCCS-A supports Army strategic planners in the allocation, logistics support, and deployment of operational/tactical forces to the combatant commands in response to strategic planning and policy guidance provided by the national command authority (NCA) during crisis situations and operations from conventional conflict to stability and support operations (SASO).

4. The ATCCS (Figure A-2) integrates the five battlefield functional area (BFA) disciplines: maneuver, fire support (FS), air defense (AD), maneuver support (MS), and intelligence. Each of these functional areas is supported by a control system designed to provide leaders and planners with information to effectively plan, coordinate, control and direct the battle. These battlefield functional area control systems (BFACS) are oriented toward combat operations and provide the commanders and staffs at corps and below with situational information and decision support in executing operational/tactical battle.

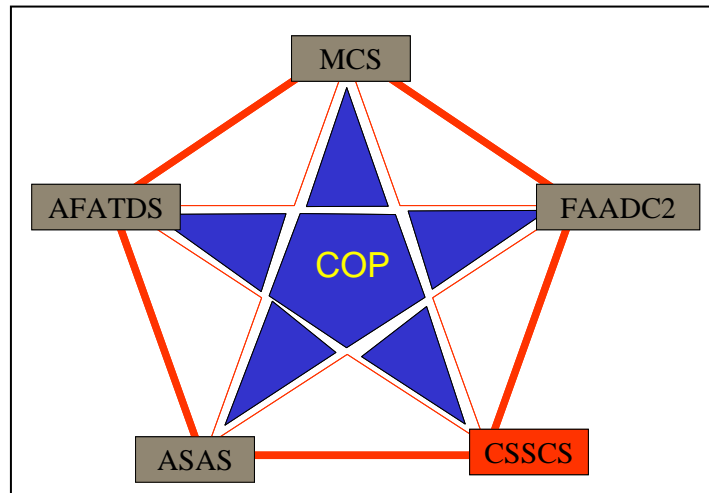


Figure A-2. ATCCS

5. The FBCB2 is a battlefield, battle command information support system supported by existing and emerging communications, sensors, and electrical power sources. The FBCB2 is both a system and a concept to be used by combat, combat support (CS) and CSS units across all BFA disciplines while performing operations at the tactical level. The FBCB2 includes both embedded battle command (EBC) software and appliqué tactical computers. The EBC software is designed to run on the five BFACS workstations to provide a capability to share FBCB2 lower echelon SU with those BFACS. Messages are exchanged through message formatting and conversion capabilities of the Common Operating Environment (COE) common message processor (CMP).

Army Tactical Command and Control System

6. At echelons above company level, ATCCS provides additional C2 and SU information by providing commanders and staff synchronization tools in the exchange of information during operations. The BFACS are linked through four communications systems: combat net radio (CNR), area common user system (ACUS), Army data distribution system (ADDS), and broadcast systems (BDCST). Tactical Internet (TI) is intended to link communications and automation devices at the Brigade and Below with the ATCCS. The primary concept of the TI is to provide a system of routers and interface units to merge communications systems for the transmission of automated data. This will permit traffic originating in one system to be transferred en route to another.

7. The Area Common User System (ACUS) is a digital battlefield communications system composed of a voice telephone system and a data transmission system called the Tactical Packet Network (TPN). At EAC, the Tri-Services Tactical (TRITAC) communications equipment comprises the ACUS. Mobile Subscriber

Equipment (MSE) is the ACUS system at Echelons Corps and Below (ECB). The ACUS TPN is the primary means of CSSCS communications. The ACUS telephone is an alternate means of CSSCS communications.

8. The combat net radio (CNR) system includes the FM (very high frequency (VHF)) Single-Channel Ground and Airborne Radio System (SINCGARS), the Improved High Frequency (HF) amplitude modulated (AM) radios (IHFR), and single channel tactical satellite (TACSAT) radio systems. Emerging systems such as the Joint Tactical radio System (JTRS) will be added the CNR system. SINCGARS can be used for limited CSSCS data transmission.

9. The Army Data Distribution System (ADDS) is the third ATCCS communications system. ADDS is designed to carry real-time data traffic. It consists of the Enhance Position and Locating Reporting System (EPLRS) and the Joint Tactical Information Distribution System (JTIDS). EPLRS and JTIDS are used primarily in the targeting process, which includes ASAS, AFATDS, AMDPCS, and to a lesser extent MCS. CSSCS will not normally use the ADDS.

10. Broadcast communication systems (BDCST) use technology similar to commercial television and radio stations, where transmit-only stations send information to many receive-only stations over satellite or other means. Examples of current and planned BDCST systems include the Joint Surveillance Target Attack Radar System (JSTARS) and the Tactical Information Broadcast Service (TIBS). CSSCS will not normally receive over this means of communications.

Battlefield Functional Area Control Systems

11. Advanced Field Artillery Tactical Data System. The Advanced Field Artillery tactical Data System (AFATDS) is an integrated fire support C2 system capable of processing fire missions and related information to coordinate and maximize all FS assets to include field artillery, mortars, attack helicopters, air support, naval gunfire, and offensive electronic warfare. The integration of all FS systems through the distributed processing capabilities of AFATDS provides greater flexibility and mobility to FS units and allows greater management of critical resources. It provides current battlefield information, target analysis, unit status, and coordinates target damage assessment coordination and sensor operations.

12. All Source Analysis System. The All Source Analysis System (ASAS)-Remote workstation (RWS) is a functionally integrated intelligence support system. It manages sensors and other resources; collects, process, and fuses intelligence data; stores, manipulates, and displays this data; and quickly disseminates information to the commander by providing a common operating picture of enemy activity.

13. Air Missile Defense Planning Control System. The Air Missile Defense Planning Control System (AMDPCS) is an integrated system of weapons, sensors, and C2. It protects maneuver forces, critical CPs, CS, and CSS elements from low-altitude air attack. It acquires and tracks incoming air threats, identifies friendly and enemy aircraft, and automatically alerts forward AD weapons.

14. Maneuver Control System. The Maneuver Control System (MCS) is the maneuver component of ATCCS. It is the primary information system supporting the BN/TF commander and staff. MCS serves as the horizontal and vertical integrator of force-level information from battalion to corps. It maintains and disseminates the common operational picture (COP) for all command posts. Commanders and staffs update the MCS database by entering readiness data, battle plans, and battle plan changes as they occur at each echelon. The MCS system consists of window and menu-based software allowing system operators to process retrieve, store, and send information in textual or graphical form. Reports, operation orders (OPORD), overlays, UTO, and messages are available to the user.

15. Combat Service Support Control System. Combat Service Support Control System (CSSCS) is the maneuver support (MS) component of ATCCS. It will provide critical, timely, integrated and accurate automated logistical information. CSSCS will collect and process selected maneuver support data in a seamless manner from CSS Standard Army Management Information Systems (STAMIS), manual systems/processes, and other related source data and automated C2 systems (such as FCB2 and the GCCS-A). CSSCS provides maneuver support Battlefield Functional Area (BFA) information in support of the

Army Battle Command System (ABCS) common picture of the battlefield. The system provides information on all classes of supply, maintenance, medical services, personnel, and movements to commanders and staffs. This information is consolidated and collated into situation reports and planning estimates for current and future operations. This capability provides a concise picture of unit requirements and support capabilities that commanders have deemed crucial to success of an operation.

The CSSCS maintains a database of unit personnel and equipment authorizations by Source Requirements Code (SRC) and of unit and equipment planning factors. Included in CSSCS is the Baseline Resource Item List (BRIL), a database of equipment and personnel. From the BRIL, the commander may identify items critical to the operations, which establishes the Commander's Tracked Item List (CTIL). The CSSCS also supports the decision-making process with course of action (COA) analysis. Variables include combat intensity, combat posture, unit task organization, and miles traveled and geographical region.

17. The Plans and Operations Officer functions require substantial planning and preparation and requires sufficient rank and experience to influence subordinate and adjacent CSSCS nodes. Responsibilities of the CSSCS Plans and Operations officer include planning for the use of CSSCS in a network and then managing or supervising the CSSCS Senior Operators and operators as they install, operate, and maintain their CSSCS devices in the network. These individuals are analogous to operations officers. The CSSCS Plans and Operations Officer informs, through orders and SOPs, subordinate CSSCS Plans and Operations Officers and the CSSCS Senior Operators how to install, operate, and maintain their devices.

The CSSCS Plans & Operations Officer plans for the use of CSSCS in a network by preparing an SOP and Operations Orders or an annex to an order. He will ensure the following.

- a. An SOP exists that establishes:
 - (1) Standard data flow diagrams.
 - (2) Standard CTIL.
 - (3) Standard status thresholds.
 - (4) Standard UTO.
 - (5) Standard Supply Points.
 - (6) Standard support relationships.
 - (7) Standard communication tables settings.
 - (8) Standard Message Handling Table settings.
 - (9) Standard CONOPs pairings.
 - (10) Standard the following manual input requirements for company-sized units:
 - (a) Basic loads.
 - (b) Daily requirements.
 - (c) Class I and water usage/feeding rate.
 - (d) Stockage objectives.
 - (e) Stockage objectives days of supply.

- (11) Standard report schedule.
- (12) Standard database rollover schedule.
- (13) Standard database reinitialization schedule.
- (14) Standard ABCS requirements.
- (15) Standard security requirements.
- (16) Authority for CTIL, UTO, status threshold changes and database responsibilities.
- (17) Standard report formats.
- (18) Rules for the use of battle loss reports.
- (19) Rules for the use of task management.
- (20) Rules for STAMIS interface requirements.
- (21) Rules for obtaining on hand and authorized supply quantities information.

b. Orders and annexes properly address basic operational and contingency situations. In addition to specifically addressing any changes to the standard SOP items mentioned above, the CSSCS order or annex will include:

- (1) CCIR from G3/S3 channels and unique CSSCS information requirements.
- (2) Procedures for CSSCS systems reconfiguration that deal with details for:
 - (a) Changes in tactical dispositions.
 - (b) Changes in commander's information requirements.
 - (c) Changes in CP and/or LAN configurations as reported by sub-elements.
 - (d) Changes in communications connectivity.
 - (e) Changes in database locations.
 - (f) Changes in database management responsibilities.
- (3) Procedures for CSSCS systems reconfiguration by developing:
 - (a) Changes to the CSSCS system planning work sheets.
 - (b) Changes in initialization instructions
 - (c) Changes in database configuration.
 - (d) Changes to the backup and recovery plan.
 - (e) Procedures for transmitting changes to subordinate elements.
- (4) Procedures for handling changes in CP dispositions.

c. Installation methodologies are documented and followed. The CSSCS Plans & Operations Officer supervises the installation of the CSSCS nodes in the network; he ensures:

- (1) That nodes are installed IAW SOP/orders/annexes.
- (2) Scheduled nodes are functioning in the network.
- (3) Appropriate remedial actions are taken when scheduled nodes are not in the network.
- (4) Supervises system configuration in his immediate area to include system/database initialization, LAN initialization, and control of the start-up and shut down of terminals.
- (5) Operation. The CSSCS Plans & Operations Officer supervises the operation of the CSSCS nodes in the network.

d. Tactical situation is monitored.

- (1) Monitors the status of CSSCS devices through reports from subordinate CSSCS Plans & Operations Officers, senior operator/operators.
- (2) Reports system changes to the G3 and G6.
- (3) Monitors database configuration, reconfiguration, and operators for the CSSCS databases.
- (4) Controls changes to CSSCS system configuration and initialization by transmitting service messages.
- (5) Provides information management for his commander and staff by maintaining the most current information available.
- (6) Determines the need for configuration changes through his system status monitoring activities

e. Maintenance is functional/effective. The CSSCS Plans & Operations Officer supervises the maintenance of the CSSCS nodes in the network.

- (1) Monitors system performance using reports from subunits and terminal operators.
- (2) Supervises troubleshooting efforts by providing initialization and configuration instructions to subordinate CSSCS supervisors and terminal operators.
- (3) Troubleshoots problems in his immediate area.
- (4) Coordinates for unit maintainers in his immediate area.

17. Force XXI Battle Command Brigade and Below. The Force XXI Battle Command Brigade and Below (FBCB2) hardware/software suite is intended to provide situational understanding down to the individual platform entities (tank, truck etc). FBCB2 interconnects platforms through a communications infrastructure (the Tactical Internet made up of EPLRS and SINCGARS radios) to pass SU and C2 messages. CSS commanders and staffs will be digitally linked to the platforms and organizations that they support. This capability will provide:

- Near real time visibility of combat operations,
- Near real time visibility of CSS assets and supported units on the battlefield,
- Automated management of CSS critical tasks,
- Enhanced visibility of unit logistics status and of supply point status,
- Enhanced capability to request, track and synchronize CSS support.

CSS functionality on the FBCB2 will include:

- Logistics Situation Report (LOGSITREP)
- Personnel Situation Report (PERSITREP)
- Command Tracked Item List update message (CTIL/BRIL)
- Supply Point and Field Services Status Reports
- Medical Unit Situation Report
- Mortuary Affairs Reports
- Logistical and Tactical Situational Awareness
- Digital diagnostics and Prognostics Interface (DDAP)
- Data Exchange with Mobile Tracking System (MTS), RF Tags
- Task Management Suite that includes:
 - Logistics Call for Support (CFS)
 - Logistics Task Orders (LTO)
 - Logistics Task Synchronization
 - Logistics Task Management

CSS functionality on the FBCB2 includes:

- Logistics Situation Report (LOGSITREP)
- Personnel Situation Report (PERSITREP)
- BRIL / CTIL Update
- Supply Point Status Report
- Medical Evacuation MEDEVAC
- Logistics Call for Support (CFS)

18. A Local Area Network (LAN) is a group of computers and related equipment connected together using data cables for the purpose of sharing files and other resources between several users. The capability to have a wireless LAN exists within certain maneuver TOCs, however the majority of digitized TOCs will be of the physical cable plant type. An ABCS LAN consists of multiple BFACS sharing the same LAN at a CP. The BFACS can pass information horizontally or vertically across BFAs.

19. A Wide Area Network (WAN) is similar to the LAN, but covers a larger distance and allows LANs to communicate to higher, lower and adjacent units. It is a network of networks that is constructed from a number of LANs connected to each other and to radio networks such as CNR or MSE.

20. Use of digitization platforms in the Corps and the COSCOM. The corps organization is tailored for the assigned theater of operations and the assigned mission. The corps may be assigned divisions of any type required by the theater and the mission. The corps commander and the corps staff exercise command and control with the aid of the Army Battle Command System (ABCS). The ABCS provides the commander and his staff information needed to effectively plan, coordinate, control, and direct operations. The ultimate objective of all components of the ABCS is to provide the warfighter and his force free transfer of information throughout the entire architecture on a global basis. The ABCS architecture represents the seamless nature of the automation and communications system. The five functional automation systems are integrated, interoperable, and they share data through exchange of force-level information.

The increased situational awareness data provided through the Army Tactical Command and Control System (ATCCS) in the form of reports including periodic situation reports, and other battle information reports, are a means of monitoring the battle and improves the commander's current ability to stay informed on

the situation. The corps staff officers assist their commander in accomplishing the mission. In today's ATCCS environment, the staff must conduct an analysis of how ATCCS impacts their specific staff functional responsibilities. This includes an analysis of the required inter-operation with other staff elements as well as the display and sharing of combat information in order to effectively synchronize and integrate the commander's intent. They help the commander make decisions by acquiring, analyzing, and coordinating information. Using CSSCS, corps staff officers present critical logistics information and recommendations to the commander, to support informed and sound decisions.

21. Implications for Combat Service Support. From the headquarters perspective, the most significant benefits of digitization accrue from the vertical and horizontal integration of digitized logistics information systems.

Vertical integration involves the passing of digital data through echelons. Digitized data will enter CSSCS at the lowest level possible whenever feasible. Vertical integration of fully digitized systems will eliminate the requirement for manual processing and for reentry of data at different levels as information moves from supported elements to supporter elements and through the various echelons. This process will provide operational support planners and operators at corps more detailed, accurate, and up-to-date information on the status and requirements of supported forces. With this information, they will be better able to anticipate and meet the needs of the force. Enhanced anticipation and control improve the capability of support personnel to push support to forces based on projected needs.

Horizontal integration involves the use of various ATCCS systems to integrate digital data among combat, combat support (CS), and combat service support (CSS) elements. Integration for CS and CSS personnel has several interrelated aspects. First, they will have the same picture of the battlefield as the combat leaders. This common picture, gained through such techniques as electronically transmitted orders and graphical overlays, will enable CSS personnel to better and more quickly accomplish their objective, the integration of operations and support plans. Second, the tactical commander will have better knowledge of the support situation and its implications for mission accomplishment. There are approximately 195 CSSCS devices located within the corps.

22. CSSSC Interfaces. CSSCS provides corps personnel access to summary data provided through interfaces between CSSCS and the other battlefield functional area (BFA) control systems, and logistics STAMIS. These interfaces provide corps staff officers the necessary CSS C2 information required to assess logistics supportability of operations.

23. CSSCS BFA Interfaces. Figure A-3, on the following page, depicts the CSSCS to BFA interfaces, and identifies the type of messages that are exchanged between these systems.

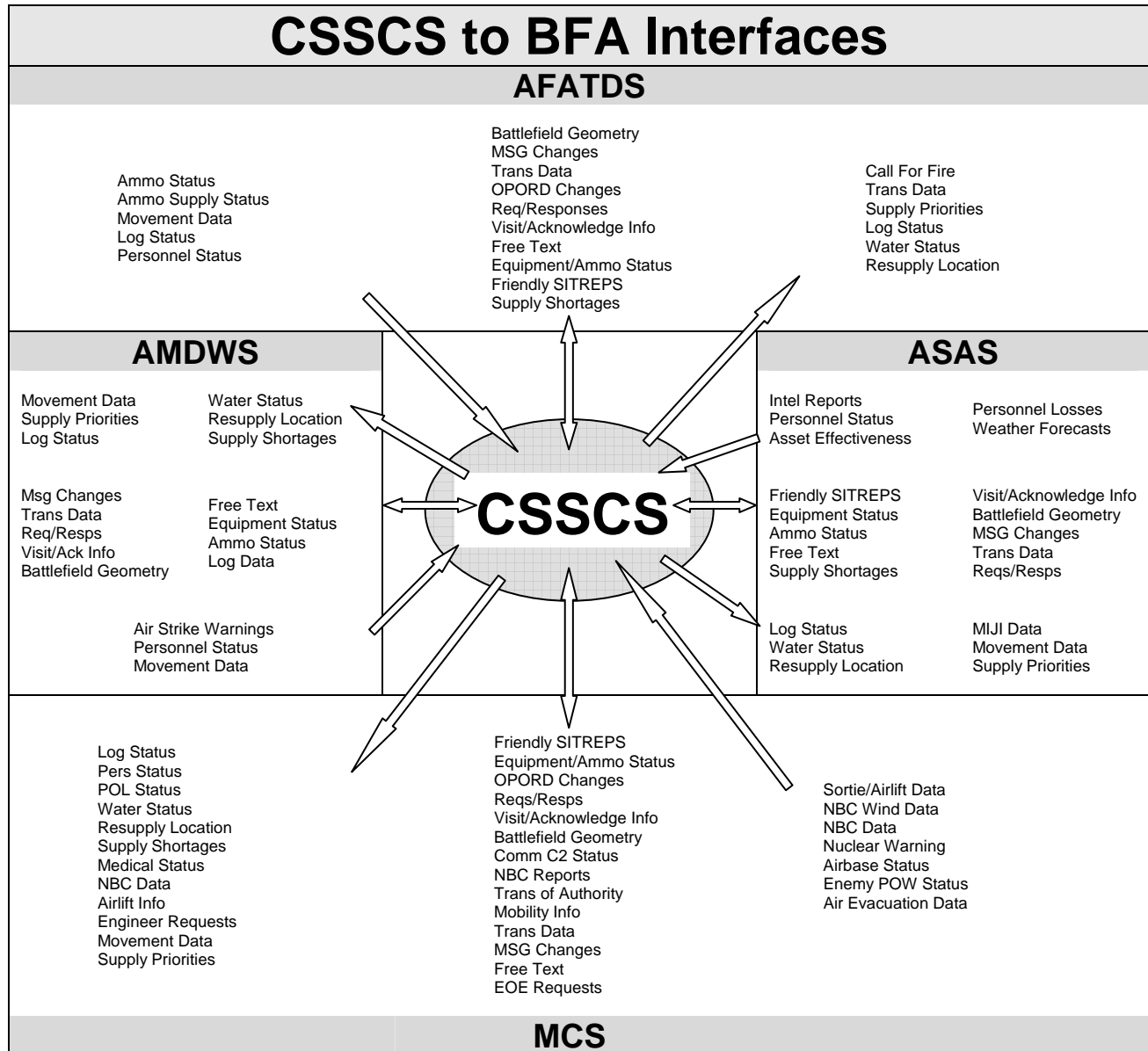


Figure A-3. CSSCS Interfaces with Battlefield Functional Area (BFA) Systems

Figure A-4 on the following page depicts current CSSCS to STAMIS interfaces, and identifies the data elements of data that are exchanged between CSSCS and the STAMIS. Work is currently progressing on the development of the Global Combat Service Support-Army (GCSS-Army) system. This will be the single system that will integrate and replace the current separate logistics STAMIS, with the exception of SIDPERS and TAMMIS.

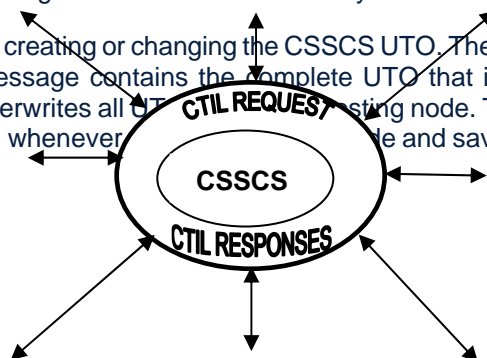
CSSCS TO STAMIS INTERFACES

SAMS	SIDPERS	DAMMS-R
*NATIONAL STOCK NUMBERS *STOCK NUMBER FROM CTIL *UIC OF GAINING UNIT *UIC OF MAINTENANCE SUPPORT UNIT *EQUIPMENT STATUS CODE OF SELECTED CTIL ITEMS *PROJECTED NUMBER OF HOURS TO EFFECT REPAIR	*PERSONNEL DATA SUMMARY *NUMBER PERSONNEL AUTHORIZED *NUMBER PERSONNEL REQUIRED *NUMBER PERSONNEL ASSIGNED *NUMBER PERSONNEL REASSIGNED *NUMBER PERSONNEL GAINED *NUMBER PERSONNEL KIA, MIA, WIA *NUMBER PERSONNEL RETURNED TO DUTY *NUMBER PERSONNEL AUTHORIZED, REQUIRED, ASSIGNED FOR A UNIT PER MPG/MOS COMBINATION	*TRANSPORTAION/MOVEMENT STATUS *TRANSPORTATION SHORTFALL *TRANSPORTATION TASK ASSETS *MAIN SUPPLY ROUTE STATUS *CRITICAL CARGO MOVEMENT SUMMARY *TRANSPORTATION MOVEMENTS PASS BACK SUMMARY *INBOUND TRAFFIC VOLUME SUMMARY *UNIT MOVEMENTS SUMMARY
*LIN *LIN REQUIRED QUANTITY *REPORTING UNIT UIC *STOCK NUMBER *ON HAND QUANTITY *EFFECTIVE TIME OF REPORT		*BLOOD INVENTORY STATUS *PROJECTED BLOOD USAGE *OTHER C2 DATA *DIVISION/GROUP MEDICAL SUPPLY MANAGEMENT *BIOMEDICAL MAINTENANCE *OPTICAL FABRICATION
SPBS-R		TAMMIS
*UIC *AMMUNITION DAYS OF SUPPLY *AMMUNITION SUPPLY RATE *ONE HAND QUANTITY ROLL UP *AMMUNITION QUANTITY BY CONDITION CODE *ACCEPTABLE SUBSTITUTE DODICS	*UIC *DODAAC *BLOCK NUMBER *ITEM OF ISSUE *AS OF DATE TIMEGROUP *AUTHORIZED ONHAND QUANTITIES *TOTAL QUANTITY DUE IN AND DUE OUT *DOCUMENT NUMBER *TRANSPORTATION CONTROL NUMBER *QUANTITY DUE IN BY DOC NUMBER *ESTIMATED SHIP DATE OR REQUIRED/STANDARD *DELIVERY DATE	*UNIT READINESS REPORT *UIC OF ULLS-S4 *UIC OF REPORTING UNIT *METHOD OF ITEM TRACKING (LIN, DODIC, OR STOCK NUMBER) *QUANTITY IN HAND (ITEMS, ROUNDS, OR GALLONS) *BASIC LOAD QUANTITY *BATTLE LOSS QUANTITY
SAAS	SARSS/S4	ULLS-S4

Figure A-4. CSSCS to STAMIS Interfaces

24. Unit Task Organization (UTO). Currently CSSCS functionality allows any CSSCS node to change the UTO. Therefore, it is critical that UTO changes be controlled. Generally, responsibility for UTO changes within CSSCS should rest with the G4 in coordination with the G3. However, with responsibility and command relationships for CSS units resting with the COSCOM, the corps G4 may request that the COSCOM G4 coordinate and make changes to the CSSCS UTO, with final approving authority resting with the corps G4. Within the Army Tactical Command and Control System (ATCCS), the Maneuver Control System (MCS) is the system of record for the UTO. Once combat units have been task organized within MCS, CSSCS must task organize CSS units to support the mission. When CSS units have been tasked organized, and the organization approved by the corps G4, that information is provided to MCS, through the corps G3. The corps G3 is responsible for making changes to the MCS UTO and synchronization of the UTO within MCS.

The Corps G4 is responsible for creating or changing the CSSCS UTO. There are two UTO messages created in CSSCS. The SYNCUTO message contains the complete UTO that is resident in the database where created. When it is posted, it overwrites all UTO messages in the database. The CSS-022 message is the UTO update message that is created whenever a change is made and saved and the user quits the process.



When this message is received and posted to other CSSCS nodes it only writes the changes to the posting node.

If the UTO gets out of sync with the MCS UTO, reports within each of the systems (MCS and CSSCS) will not be the same, nor will they be easily reconciled. This causes confusion and creates problems for both the force commander and logistics officers, when attempting to answer questions or concerns of the commander.

Whenever the force echelon status report is calculated by CSSCS, it is based on the sum of all the unit requirements. This is called "roll-up". All CSSCS nodes must therefore use the same UTO. If CSSCS is to report the status for a force echelon, this status must be calculated based on the same underlying data at all nodes. The data for individual units and supply points must be the same, and the units must be rolled-up or summed the same way.

25. Baseline Resource Items List (BRIL). The BRIL is a list of items selected from the following classes of supply:

- Class I/Water
- Class II Clothing/Equipment
- Class II Parts
- Class III POL
- Class IV
- Class V Ammunition
- Class VI
- Class VII Equipment
- Class VIII
- Class IX Repair Parts

These items (approximately 3400) are contained in the CSSCS database, and allow commanders to select specific items they want CSSCS to track. However, CSSCS will only track a BRIL item if it is selected to a smaller list called the Commander's Tracked Item List (CTIL).

26. Commander's Tracked Items List (CTIL). The purpose of the CTIL is to list the items that the commander has determined to be the most critical to the performance of the unit's mission. These provide a view of the CSS situation. The more items that are selected to the CTIL, the more items CSSCS must track in its database. If too many items are selected, the system performance may be noticeably slower. CSSCS sends, receives, and posts messages that include all of these items. To operate, it must calculate unit status for reports and messages, based on these CTIL items. Conversely, if the item is not selected to the CTIL, CSSCS will not track or report the item. Only "global" and "local" CTIL items are tracked at a CSSCS node. Subordinate CTIL items are displayed as information only, and are not tracked by a higher echelon node, so they will not appear on reports for the higher echelon node.

27. CSSCS reports allow several views of CTIL items. One view is "worst to best", and the other view is "alphabetical". However, if the CTIL list is large, it may become cumbersome to display all the items when attempting to brief the commander. For example, if the CTIL is large, 50 items or more, and contains multiple classes of supply, the commander may only be interested in ten (10) items. In this case, it will be necessary for you to assign an "alias" to the CTIL item. The alias can be formed by adding the numeral "1 through 10", or "a through j" in front of the CTIL nomenclature. This will cause those items to be displayed in order on the CSSCS item reports. CSSCS is designed as a C2 system to provide commanders with analysis and decision making capability. It will receive data feeds from the logistics STAMIS or the Global Combat Service Support-

Army (GCSS-Army) system, SIDPERS (personnel), and TAMMIS (medical), to provide CTIL tracking and status updates. Additional information on the BRIL/CTIL is contained in Chapter 4, and the CSSCS Software Users Manual (SUM), Volume I, Section 3.

28. Supply inputs to CSSCS. CSSCS provides for data input through electronic message, magnetic media, and manual input on CSSCS unit and supply point input forms through the CSSCS keyboard. Electronic data transfer is the routine means by which CSSCS users will receive resource data, however, in those instances where STAMIS data exchange may not be available, i.e., no STAMIS interface exists, the STAMIS device is inoperable, or when operational requirements dictate, manual data entry will be required. Summary information follows:

Class I and Water -- There is no CSSCS-STAMIS interface for Class I and Water. These items are tracked at unit and supply point by manual input into CSSCS.

Class II -- CSSCS divides and tracks Class II items as Class II Clothing and Equipment and Class II Parts. CSSCS receives Class II Clothing and Equipment data from the Standard Property Book System - Redesign (SPBS-R). It tracks this information at the unit level only. CSSCS receives Class II Parts information from the Standard Army Retail Supply System (SARSS), and tracks this information at the supply activity level only. Class III -- CSSCS divides and tracks Class III items as Class III (Bulk) and Class III (Packaged). There is no CSSCS-STAMIS interface for Class III Bulk. These items are tracked at unit and supply point by manual input into CSSCS. CSSCS receives Class III Packaged information from SARSS and tracks this information at the supply activity level only.

Class IV -- Class IV is not currently tracked within CSSCS.

Class V -- CSSCS receives Class V information from the Standard Army Ammunition System (SAAS). Class V is tracked by CSSCS at unit, ammunition transfer point (ATP), ammunition supply point (ASP), corps storage areas (CSA), and theater storage area (TSA).

Class VI -- Class VI is not currently tracked within CSSCS.

Class VII -- CSSCS receives Class VII data from SPBS-R, and tracks this information at the unit level only. Class VII maintenance information is received from the Standard Army Maintenance System (SAMS).

Class VIII -- Class VIII is not currently tracked within CSSCS.

Class IX -- CSSCS receives Class IX information from SARSS, and tracks this information at the supply activity level only.

29. Personnel. CSSCS receives personnel information from the Standard Installation/Division Personnel System (SIDPERS). CSSCS tracks this information within the categories: personnel daily summary, personnel supported summary, and personnel projected gains. At the current time the Personnel function within CSSCS is undergoing major changes to integrate the Force Management System (FMS) battle loss reports that list reported CTIL item losses by unit or supply point. It displays losses by class of supply in six-hour increments, for losses that were reported before the established report cutoff date and time.

30. Battle Loss Information. CSSCS is designed to provide Battle Loss Information. CSSCS provides commanders and their staffs with the ability to collect and record accurate data, and communicate that data throughout the battlefield. This data is then used to provide the common logistics picture of the battlefield, and is further used in logistics planning to assess supportable and sustainable courses of action.

31. Database Relationship. Although asset data is collected in CSSCS by individual resource category, e.g. classes of supply and personnel, these resource categories do not stand-alone in the CSSCS database. There is a database relationship that exists between certain classes of supply and personnel and must be a consideration in establishing and maintaining an accurate CSSCS database. A summary follows:

Personnel to Class I and Water

Since Class I and Water status is calculated based on consumption factors such as the individual daily feeding rate, it is necessary that an accurate personnel count exist in CSSCS before the system can determine Class I and Water status.

Class VII to Class V and Class III Bulk

This same type of relationship exists between Class VII (equipment), Class V (ammunition), and Class III Bulk (fuel). The CSSCS cannot accurately calculate unit fuel and ammunition requirements unless the equipment, e.g., tanks, trucks, aircraft, etc., being utilized, have been entered into the database. Obviously, it would be impossible for the system to tell you what your expected daily requirement for fuel and ammunition would be if the equipment does not exist in the database. Nor, could the CSSCS calculate what your fuel and ammunition consumption rates would be, as once again, the equipment intended to consume the fuel and ammunition does not exist in the database. Thus, it is necessary to enter and establish your Class VII database prior to establishing your Class V and Class III Bulk database.

32. Reports. As previously discussed, for almost every CSSCS input, there is a corresponding report. Simply put, inputs to CSSCS, either manually through use of unit and supply point input forms, through an interface with a STAMIS, or received from other CSSCS nodes, reflect the raw numbers entered into the CSSCS database. CSSCS uses this raw data to calculate outputs in the form of reports. Calculations within CSSCS are driven by a series of predefined logistical algorithms. These algorithms are unique to the individual resource tracked by CSSCS and include considerations such as current on-hand quantities, authorized quantities, daily requirements, consumption/usage/attrition factors, and battle losses.

After any new asset data is input to the CSSCS, the CSSCS must then recalculate these numbers to determine and identify the new current and projected unit strength, or status as it is referred to in CSSCS operations. CSSCS creates reports by "rolling up" unit and supply point data by force echelon and displaying in on a single report. A force echelon is defined as a brigade element or higher, i.e., division, or corps. Reports are available for the classes of supply and personnel previously identified under data collection. When reviewing CSSCS reports there are two important things to understand:

- Status (reflected as gumballs color coded as either green, amber, red, or black), is calculated based on preset normal peacetime consumption algorithms. In current operations, CSSCS does not take combat posture or intensity into account when determining status or consumption rates. The capability to reflect combat posture in current operations is provided for information only. Only in the course of action analysis (logistics planning) process are these postures taken into account for affecting consumption rates.
- Subordinate units are identified to CSSCS by the CSSCS UTO only, and not by any other doctrinal UTO or garrison UTO. When units are attached, detached, OPCON, etc. in the CSSCS UTO, this dictates who is subordinate to whom. When collecting and compiling reports, CSSCS looks to the CSSCS UTO to identify who is the senior element and who are the subordinate units. If the CSSCS UTO has been changed erroneously, or a unit is misplaced in the CSSCS UTO, this will affect the force echelon's status. (Corps reports are compiled by collecting all subordinate unit data, which includes division, and below.)

33. Course Of Action (COA) Analysis. CSSCS has a requirement to provide a force level logistics planning capability to evaluate the supportability and sustainability of proposed mission courses of action. This capability is identified as Course of Action Analysis (COA) in CSSCS and has been partially implemented. New releases of CSSCS software should be checked for improvements and fixes to COA. Users should check the validity of COA results before using them for planning.

The COA function relies on the current data in the system's operational database and the application of user defined factors and parameters to conduct its analysis. COA analysis utilizes approved attrition factors, consumption rates, and user defined parameters, such as task organization, geographical area, combat posture and intensity, and distances to be traveled. Three COAs for a five-day period can be simultaneously

assessed and compared. The COA function produces two primary system reports to assist the decision support process. They are the:

- (1) COA Analysis Report.
- (2) COA Comparison Report.

The COA Analysis Report lets you conduct an analysis for each day of the 5-day period to evaluate the projected status of Class III, V, and VII assets, and an overall daily status. The report also shows a readiness color code and a commander's evaluation for each day of the analysis. You can peel back selected fields of the report to obtain more detailed information to assist you in deciding whether to accept the system's evaluation or change the commander's evaluation. The COA Comparison Report captures the data presented in the analysis reports for up to three COAs and presents them in a comparative format. As with the analysis report, you can peel back selected fields to get more information and change the commander's evaluation.

34. Conclusion. This appendix provides a general/abbreviated discussion of ABCS with a focus on the Combat Service Support Control System (CSSCS). Expanded information related to ABCS and CSSCS can be found in the *Commander's Guide to CSSCS*. It is available in pamphlet, digital format, and on the Internet at the web page for CSSCS -- <http://www.lee.army.mil/csscs/>

Appendix B Army Universal Task List

The Army is in the process of developing a Army Universal Task List (AUTL). AUTL tasks are currently being incorporated into collective training products such as mission training plans (MTPs). These tasks will be listed in FM 7-15, The Army Universal Task List.

The AUTL is a tactical task list that supplements the Universal Joint Task List (UJTL). The UJTL covers all U.S. military services and provides a common language and reference system for various users to include joint force commanders, strategic and operational planners, combat developers, combat support personnel, and trainers. The AUTL is a comprehensive listing of Army tactical-level tasks and functions that complements the UJTL by providing tactical-level Army-specific tasks (ARTs).

The AUTL provides a common language and reference system for doctrine, combat, and training developers. The link between planners and trainers will help ensure that forces train the way they will fight. The AUTL also provides a basis for establishing unit-specific Army training and evaluation program mission training plans (MTPs). The AUTL's linkage to the UJTL at the operational and strategic level aids analysts and planners in understanding and integrating joint operations.

The six UJTL tactical task areas do not reflect how the Army has traditionally organized its physical means (soldiers, organizations, and equipment) to accomplish tactical missions. The Army organizes ARTs under the seven battlefield operating systems (BOSs) instead. A battlefield operating system does not represent an Army branch or proponent. Any Army organization, regardless of branch or echelon, performs tasks related to one or more of the BOS. Figure B-1 illustrates the linkages between the seven BOS and the six UJTL tactical task areas.

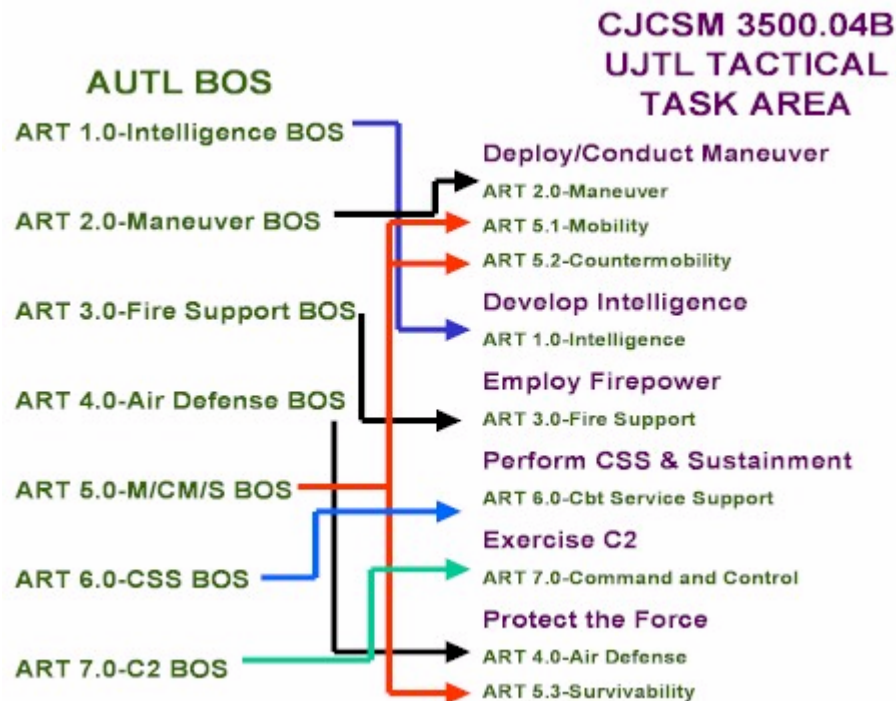


Figure B-1. Universal Joint Task List (UJTL) Tactical Tasks

1. Deploy/Conduct Maneuver. The deploy/conduct maneuver task area is the movement of combat forces to achieve a position of advantage with respect to enemy forces. This task area includes the

employment of forces on the battlefield in combination with direct fire or fire potential. Indirect fires are included under the "Employ Fires" task area. It also includes the conduct of tactical movement of all types of units, mobility operations, counter-mobility operations, and tactical actions associated with force protection.

2. Develop Intelligence. The develop intelligence task area is the activity to generate knowledge of and products portraying the enemy and environment features required by a commander in planning and conducting operations. It is derived from an analysis of information on the enemy's capabilities, intentions, vulnerabilities, and the environment. This includes the development of tactical intelligence requirements, the planning of collection activities, the collection of relevant information, the processing of that information to include the development of targeting information, and the preparation and dissemination of intelligence.

3. Employ Fires. The employ fires task area encompasses the collective and coordinated use of target-acquisition data, indirect-fire weapons, fixed-wing aircraft, offensive information operations, and other lethal and non-lethal means against targets located throughout an area of operations. The essential features of the employ fires task area are the acquiring and processing of tactical targets and the employment of fire support. Note: The acquisition and attack of aerial targets are addressed in "Protect the Force" task area.

4. Perform CSS and Sustainment. The perform CSS and sustainment task area is the support and service provided to sustain forces in an area of operations during war and during stability operations and support operations. This tactical task area involves the provision of supply, maintenance, transportation, CHS, personnel, legal, finance, religious, public affairs, contracting, distribution management, and field and other service support (such as general engineering support) required to sustain an operating force in an area of operations that may be joint, multinational, interagency, or a combination of these forces. Combat service support may be required to support contractors, civilians (such as refugees and disaster victims), or members of other governmental and non-governmental agencies. It includes civil-military operations.

5. Exercise Command and Control. The exercise C2 task area is the exercise and direction by a properly designated commander over assigned and available forces in the accomplishment of the mission. C2 tasks are performed through an arrangement of personnel, information management, procedures, and equipment and facilities employed by a commander in planning, preparing for, executing, and assessing the conduct of operations to accomplish the mission. It includes the acquisition and management of information, the maintenance of situational understanding, the conduct of situational estimates to determine actions, applying risk management, and the direction and leading of subordinate forces.

6. Protect the Force. The protect the force task area is the protection of the tactical force's fighting potential so it can be applied at the appropriate time and place. It includes those measures the force takes to remain viable and functional by protecting itself from the effects of (or recovery from) enemy activities. Those active and passive measures encompass the following:

- a. Conduct air/missile defense.
- b. Protect against enemy hazards within the AO.
- c. Conduct local security operations.
- d. Conduct defensive information operations.

Appendix C Geneva Conventions

THE EFFECTS OF THE LAWS OF LAND WARFARE ON COMBAT HEALTH SUPPORT

1. The Law of War.

a. The law of land warfare (see DA Pam 27-1 and FM 27-10) regulates the conduct of armed hostilities on land. This body of law is inspired by the desire to diminish the evils of war by--

- (1) Protecting both combatants and noncombatants from unnecessary suffering.
- (2) Safeguarding certain fundamental human rights of persons who fall into the hands of the enemy, particularly prisoners of war, the wounded and sick, and civilians.
- (3) Facilitating the restoration of peace.

b. The law of war places limits on the exercise of a belligerent's power in the interest of furthering that desire (diminishing the evils of war), and it requires that belligerents--

- (1) Refrain from employing any kind or degree of violence, which is not actually necessary for military purposes.
- (2) Conduct hostilities with regard for commonly accepted principles of humane treatment of others.

2. Sources of the Law of War.

a. The law of war is derived from two principal sources.

- (1) Treaties (or conventions) such as The Hague and Geneva Conventions.
- (2) Custom--practices which by common consent and long-established uniform adherence has taken on the force of law.

b. Under the Constitution of the US, treaties constitute part of the "supreme Law of the Land," and thus must be observed by both military and civilian personnel. The unwritten or customary law of war is also part of the law of the US. It is binding upon the US, citizens of the US, and other persons serving this country.

3. The Geneva Conventions. The US is a Party to numerous conventions and treaties pertinent to warfare on land. Collectively, these treaties are often referred to as The Hague and Geneva Conventions. Whereas The Hague Conventions concern the methods and means of warfare, The Geneva Conventions concern the victims of war or armed conflict. The Geneva Conventions are four separate international treaties, signed in 1949, and are respectively entitled:

a. "Geneva Convention for the Amelioration of the Condition of the Wounded and Sick in Armed Forces in the Field" (GWS).

b. "Geneva Convention for the Amelioration of the Condition of Wounded, Sick, and Shipwrecked Members of Armed Forces at Sea" (GWS Sea).

c. "Geneva Convention Relative to the Treatment of Prisoners of War" (GPW).

d. "Geneva Convention Relative to the Protection of Civilian Persons in Time of War" (GC). The Conventions are detailed and contain many provisions, which are tied directly to the unit and CHS missions.

4. Protection of the Sick and Wounded. The essential and dominant idea of the GWS is that the soldier who has been wounded or who is sick, and for that reason is out of combat in a disabled condition, is from that moment protected. Friend or foe must be tended with the same care. From this principle, numerous obligations are imposed upon Parties to a conflict.

a. Protection and Care. Article 12 of the GWS imposes several specific obligations regarding the protection and care of the wounded and sick.

(1) The first paragraph of Article 12, GWS, states "Members of the armed forces and other persons mentioned in the following Article, who are wounded or sick, shall be respected and protected in all circumstances."

(a) The word "respect" means "to spare, not to attack," and "protect" means "to come to someone's defense, to lend help and support." These words make it unlawful to attack, kill, ill-treat, or in any way harm a fallen and unarmed enemy soldier. At the same time, these words impose an obligation to come to his aid and give him such care, as his condition requires.

(b) This obligation is applicable "in all circumstances." The wounded and sick are to be respected just as much when they are with their own army or in no man's land as when they have fallen into the hands of the enemy.

(c) Combatants as well as noncombatants are required to respect the wounded. The obligation also applies to civilians, in regard to whom Article 18 specifically states: "The civilian population shall respect these wounded and sick, and in particular abstain from offering them violence."

(d) The GWS does not define what is meant by "wounded or sick," nor has there ever been any definition of the degree of severity of a wound or a sickness entitling the wounded or sick combatant to respect. Any definition would necessarily be restrictive in character and would thereby open the door to misinterpretation and abuse. The meaning of the words "wounded and sick" is thus a matter of common sense and good faith. It is the act of falling or laying down of arms because of a wound or sickness, which constitutes the claim to protection. Only the soldier who is himself seeking to kill may be killed.

(e) The benefits afforded the wounded and sick extend not only to members of the armed forces, but to other categories of persons as well, classes of whom are specified in Article 13, GWS. Even though a wounded person is not in one of the categories enumerated in the Article, we still must respect and protect that person. There is a universal principle, which says that any wounded or sick person is entitled to respect and humane treatment and the care, which his condition requires. Wounded and sick civilians have the benefit of the safeguards of the GC.

(2) The second paragraph of Article 12, GWS, provides that the wounded and sick "...shall be treated humanely and cared for by the Party to the conflict in whose power they may be, without any adverse distinction found on sex, race, nationality, religion, political opinions, or other similar criteria..."

(a) All adverse distinctions are prohibited. Nothing can justify a belligerent in making any adverse distinction between wounded or sick who require his attention, whether they are friend or foe. Both are on equal footing in the matter of their claims to protection, respect, and care. The foregoing is not intended to prohibit concessions, particularly with respect to food, clothing, and shelter, which take into account the different national habits and backgrounds of the wounded and sick.

(b) The wounded and sick shall not be made the subjects of biological, scientific, or medical experiments of any kind, which are not justified on medical grounds and dictated by a desire to improve their condition.

(c) The wounded and sick shall not willfully be left without medical assistance, nor shall conditions exposing them to contagion or infection be created.

(3) The only reasons, which can justify priority in the order of treatment, are reasons of medical urgency. This is the only justified exception to the principle of equality of treatment of the wounded.

(4) Paragraph 5 of Article 12, GWS, provides that if we must abandon wounded or sick, we have a moral obligation to, "as far as military considerations permit," leave medical supplies and personnel to assist in their care. This provision is in no way bound up with the absolute obligation imposed by paragraph 2 to care for the wounded. A belligerent can never refuse to care for enemy wounded on the pretext that his adversary has abandoned them without medical personnel and equipment.

b. Enemy Wounded and Sick. The protections accorded the wounded and sick apply to friend and foe alike without distinction. Certain provisions of the GWS; however, specifically concern enemy wounded and sick. There are also provisions in the GPW, which, because they apply to prisoners of war generally, also apply to enemy wounded or sick.

(1) Article 14 of the GWS states that persons who are wounded and then captured have the status of prisoners of war. However, that wounded soldier is also a person who needs treatment. Therefore, a wounded soldier who falls into the hands of an enemy who is a Party to the GWS and the GPW, such as the US, will enjoy protection under both Conventions until his recovery. The GWS will take precedence over the GPW where the two overlap.

(2) Article 16 of the GWS requires the recording and forwarding of information regarding enemy wounded, sick, or dead (see AR 190-8 for disposition of an EPW after hospital care).

(3) When intelligence indicates that large numbers of EPW may result from an operation, medical units may require reinforcement to support the anticipated additional EPW patient workload. Procedures for estimating the medical workload involved in the treatment and care of EPW patients are described in FM 8-55.

c. Search for and Collection of Casualties. Article 15 of the GWS imposes a duty on combatants to search for and collect the dead and wounded and sick as soon as circumstances permit. It is left to the tactical commander to judge what is possible, and to decide to commit his medical personnel to this effort. If circumstances permit, an armistice or suspension of fire should be arranged to permit this effort.

d. Assistance of the Civilian Population. Article 18, GWS addresses the civilian population. It allows a belligerent to ask the civilians to collect and care for wounded or sick of whatever nationality. This provision does not relieve the military authorities of their responsibility to give both physical and moral care to the wounded and sick. The GWS also reminds the civilian population that they must respect the wounded and sick, and in particular must not injure them.

e. Enemy Civilian Wounded and Sick. Certain provisions of the GC are relevant to the unit and CHS missions.

(1) Article 16 of the GC provides that enemy civilians who are "wounded and sick, as well as the infirm, and expectant mothers, shall be the object of particular protection and respect." The Article also requires that, "as far as military considerations allow, each Party to the conflict shall facilitate the steps taken to search for the killed and wounded [civilians], to assist...other persons exposed to grave danger, and to protect them against pillage and ill-treatment [emphasis added]."

(a) The "protection and respect" to which wounded and sick enemy civilians are entitled is the same as that accorded to wounded and sick enemy military personnel.

(b) While Article 15 of the GWS requires Parties to a conflict to search for and collect the dead and wounded and sick members of the armed forces, Article 16 of the GC states that the

Parties must "facilitate the steps taken" in regard to civilians. This recognizes the fact that saving civilians is the responsibility of the civilian authorities rather than of the military. The military is not required to provide injured civilians with medical care in a CZ. However, if we start providing treatment we are bound by the provisions of the GWS. Provisions for treating civilians (enemy or friendly) will be addressed in COMMZ regulations.

(2) In occupied territories, the Occupying Power must accord the inhabitants numerous protections as required by the GC. The provisions relevant to medical care include--

(a) Requirement to bring in medical supplies for the population if the resources of the occupied territory are inadequate.

(b) Prohibition on requisitioning medical supplies unless the requirements of the civilian population have been taken into account.

(c) Duty of ensuring and maintaining, with the cooperation of national and local authorities, the medical and hospital establishments and services, public health, and hygiene in the occupied territory.

(d) Requirement that medical personnel of all categories be allowed to carry out their duties.

(e) Prohibition on requisitioning civilian hospitals on other than a temporary basis and then only in cases of urgent necessity for the care of military wounded and sick and after suitable arrangements have been made for the civilian patients.

(f) Requirement to provide adequate medical treatment to detained persons.

(g) Requirement to provide adequate medical care in internment camps.

5. Protection and Identification of Medical Personnel. Article 24 of the GWS provides special protection for "Medical personnel exclusively engaged in the search for, or the collection, transport, or treatment of the wounded or sick, or in the prevention of disease, [and] staff exclusively engaged in the administration of medical units and establishments...[emphasis added]." Article 25 provides limited protection for "Members of the armed forces specially trained for employment, should the need arise, as hospital orderlies, nurses, or auxiliary stretcher-bearers, in the search for or the collection, transport, or treatment of the wounded and sick, if they are carrying out those duties at the time when they come into contact with the enemy or fall into his hands [emphasis added]."

a. Protection. There are two separate and distinct forms of protection.

(1) The first is protection from intentional attack if medical personnel are identifiable as such by an enemy in a combat environment. Normally this is facilitated by medical personnel wearing an armband bearing the Distinctive Emblem (a red cross or red crescent, on a white background), or by their employment in a medical unit, establishment, or vehicle (including medical aircraft and hospital ships) that displays the Distinctive Emblem. Persons protected by Article 25 may wear an armband bearing a miniature Distinctive Emblem only while executing medical duties.

(2) The second protection provided by the GWS pertains to medical personnel who fall into the hands of the enemy. Article 24 personnel are entitled to "retained person" status. They are not deemed to be prisoners of war, but otherwise benefit from the protections of the GPW. They are authorized to carry out medical duties only, and "shall be retained only in so far as the state of health...and the number of prisoners of war require." Article 25 personnel are prisoners of war, but shall be employed on their medical duties in so far as the need arises. They may be required to perform other duties or labor, and they may be held until a general repatriation of prisoners of war is accomplished upon the cessation of hostilities.

b. Specific Cases. The AMEDD personnel and non-AMEDD personnel assigned to medical units fall into the category identified in Article 24 provided they meet the "exclusively engaged" criteria of that article. The US Army does not have any personnel who officially fall into the category identified in Article 25. While it is not a violation of the GWS for Article 24 personnel to perform nonmedical duties, it should be understood; however, that Article 24 personnel lose their protected status under that article if they perform duties or tasks inconsistent with their noncombatant role. Should those personnel later take up their medical duties again, a reasonable argument might be made that they cannot regain Article 24 status since they have not been exclusively engaged in medical duties and that such switching of roles might at best cause such personnel to fall under the category identified in Article 25.

(1) While only Article 25 refers to nurses, nurses are Article 24 personnel if they meet the "exclusively engaged" criteria of that article.

(2) The AMEDD officers and NCOs assigned to nonmedical positions in an BSB, CSSC, or DISCOM are neither Article 24 nor Article 25 personnel. Such assignments place them in the role of a combatant. Examples of such personnel are--

(a) The AMEDD officers serving as commanders of BSB with responsibility for base or base cluster defense as well as command and control of medical and nonmedical units.

(b) The AMEDD officers and NCOs assigned to nonmedical staff positions with a BSB with responsibility for planning and supervising the logistics support for a combat maneuver brigade or other combat unit.

(3) Article 24 personnel who might become Article 25 personnel by virtue of their switching roles could include the following:

(a) A medical company commander, a physician, or the executive officer, an MSC officer, detailed as convoy march unit commander with responsibility for medical and nonmedical unit routes of march, convoy control, defense, and repulsing attacks.

(b) Helicopter pilots who are permanently assigned to a dedicated medical aviation unit to fly medical evacuation helicopters, but fly helicopters not bearing the Red Cross emblems on standard combat missions during other times.

(4) The GWS does not itself prohibit the use of Article 24 personnel in perimeter defense of nonmedical units such as unit trains logistics areas or base clusters under overall security defense plans, but the policy of the US Army is that Article 24 personnel will not be used for this purpose. Adherence to this policy should avoid any issues regarding their status under the GWS due to a temporary change in their role from noncombatant to combatant. Medical personnel may guard their own unit without any concurrent loss of their protected status.

c. Identification Cards and Arm Bands. Medical personnel who meet the "exclusively engaged" criteria of Article 24, GWS, are entitled to wear an arm band bearing the Distinctive Emblem of the red cross and carry the medical personnel identification card authorized in Article 40, GWS (in the US armed services, Department of Defense (DD) Form 1934). Article 25 personnel and medical personnel serving in positions that do not meet the "exclusively engaged" criteria of Article 24 are not entitled to carry the medical personnel identification card or wear the Distinctive Emblem armband. Such personnel carry a standard military identification card (DD Form 2A) and, under Article 25, may wear an armband bearing a miniature Distinctive Emblem when executing medical duties. (For a discussion of ID cards, see AR 600-8-14.)

This paragraph implements STANAGs 2027, 2060, 2931 and QSTAG 248.

6. Protection and Identification of Medical Units and Establishments, Buildings and Materiel, and Medical Transports.

a. Protection. There are two separate and distinct forms of protection.

(1) The first is protection from intentional attack if medical units, establishments, or transports are identifiable as such by an enemy in a combat environment. Normally, this is facilitated by medical units or establishments flying a white flag with a red cross and by marking buildings and transport vehicles with the Red Cross emblem.

(a) It follows that if we cannot attack recognizable medical units, establishments, or transports, we should allow them to continue to give treatment to the wounded in their care as long as this is necessary.

(b) All vehicles employed exclusively on medical transport duty are protected on the field of battle. Medical vehicles being used for both military and medical purposes, such as moving wounded personnel during an evacuation and carrying retreating belligerents as well, are not entitled to protection.

(c) Medical aircraft, like medical transports, are protected from intentional attack, but with a major difference: they are protected only "while flying at heights, times, and on routes specifically agreed upon between the belligerents concerned." Article 36, GWS. Such agreements may be made for each specific case or may be of a general nature, concluded for the duration of hostilities. If there is no agreement, belligerents use medical aircraft at their own risk and peril.

(d) The second paragraph of Article 19 imposes an obligation upon belligerents to "ensure that the said medical establishments and units are, as far as possible, situated in such a manner that attacks against military objectives cannot imperil their safety." Hospitals should be sited alone, as far as possible from military objectives. The unintentional bombardment of a medical establishment or unit due to its presence among or in proximity to valid military objectives is not a violation of the GWS. Legal protection is certainly valuable, but it is more valuable still when accompanied by practical safeguards.

(2) The second protection provided by the GWS pertains to medical units, establishments, materiel, and transports, which fall into the hands of the enemy.

(a) Captured mobile medical unit materiel is to be used first to treat the patients in the captured unit. If there are no patients in the captured unit, or when those who were there have been moved, the materiel is to be used for the treatment of other wounded and sick persons. (See Chapter 6 for additional information on captured enemy equipment.)

(b) Generally, the buildings, materiel, and stores of fixed medical establishments will continue to be used to treat wounded and sick. However, after provision is made to care for remaining patients, tactical commanders may make other use of them. All distinctive markings must be removed if the buildings are to be used for other than medical purposes.

(c) The materiel and stores of fixed establishments and mobile medical units are not to be intentionally destroyed, even to prevent them from falling into enemy hands. The actual buildings may in certain extreme cases have to be destroyed for tactical reasons.

(d) Medical transports which fall into enemy hands may be used for any purpose once arrangements have been made for the medical care of the wounded and sick they contain. The distinctive markings must be removed if they are to be used for nonmedical purposes.

(e) A medical aircraft is supposed to obey a summons to land for inspection. If it is performing its medical mission, it is supposed to be released to continue its flight. If examination reveals that an act "harmful to the enemy" (that is if the aircraft is carrying munitions, for example) has been

committed, it loses the protections of the Convention and may be seized. If a medical aircraft makes an involuntary landing, all aboard, except the medical personnel, will be prisoners of war. A medical aircraft refusing a summons to land is a fair target.

b. Identification. The GWS contains several provisions regarding the use of the Red Cross emblem on medical units, establishments, and transports (the identification of medical personnel has been previously discussed).

(1) Article 39 of the GWS reads as follows: "Under the direction of the competent military authority, the emblem shall be displayed on the flags, armllets, and on all equipment employed in the Medical Service."

(a) There is no obligation on a belligerent to mark his units with the emblem. Sometimes a commander (generally no lower than a brigade commander for US forces) may order the camouflage of his medical units in order to conceal the presence or real strength of his forces. The enemy must respect a medical unit if he knows of its presence, even one, which is camouflaged or not marked. The absence of a visible red cross emblem; however, coupled with a lack of knowledge on the part of the enemy as to the unit's protected status, may render that unit's protection valueless.

(b) The distinctive emblem is not a red cross alone; it is a red cross on a white background. Should there be some good reason; however, why an object protected by the Convention can only be marked with a red cross without a white background, belligerents may not make the fact that it is so marked a pretext for refusing to respect it.

(c) Some countries use the Red Crescent on a white background in place of the Red Cross. This emblem is recognized as an authorized exception under Article 38, GWS. Although not specifically authorized as a symbol in lieu of the Red Cross, enemies of Israel in past wars have recognized the red Star of David and have afforded it the same respect as the Red Cross. This showed compliance with the general rule that the wounded and sick must be respected and protected when they are recognized as such, even when not properly marked.

(d) The initial phrase of Article 39 shows that it is the military commander who controls the emblem and can give or withhold permission to use it. He is at all times responsible for the use made of the emblem and must see that it is not improperly used by the troops or by individuals.

(2) Article 42 of the GWS specifically addresses the marking of medical units and establishments.

(a) "The distinctive flag of the Convention shall be hoisted only over such medical units and establishments as are entitled to be respected under the Convention, and only with the consent of the military authorities." Paragraph 1, Article 42, GWS. Although the Convention does not define "the distinctive flag of the Conventions," what is meant is a white flag with a red cross in its center. Also, the word "flag" must be taken in its broadest sense. Hospitals are often marked by one or several Red Cross emblems painted on the roof. Finally, the military authority must consent to the use of the flag (see the above comments on Article 39) and must ensure that the flag is used only on buildings entitled to protection.

(b) "In mobile units, as in fixed establishments, [the distinctive flag] may be accompanied by the national flag of the Party to the conflict to which the unit or establishment belongs." Paragraph 2, Article 42, GWS. This provision makes it optional to fly the national flag with the Red Cross flag. It should be noted that on a battlefield, the national flag is a symbol of belligerency and is therefore likely to provoke attack.

(3) In a NATO conflict, NATO STANAG 2931 provides for camouflage of the Geneva emblem on medical facilities where the lack of camouflage might compromise tactical operations. Medical facilities on land, supporting forces of other nations, will display or camouflage the Geneva emblem in accordance with national regulations and procedures. When failure to camouflage would endanger or

compromise tactical operations, the camouflage of medical facilities may be ordered by a NATO commander of at least brigade level or equivalent. Such an order is to be temporary and local in nature and countermanded as soon as the circumstances permit. It is not envisaged that fixed, large, medical facilities would be camouflaged. The Standardization Agreement defines "medical facilities" as "medical units, medical vehicles, and medical aircraft on the ground." (For information on camouflage painting, see AR 750-1.)

NOTE: There is no such thing as a "camouflaged" red cross. When camouflaging a medical unit, either cover up the Red Cross or take it down. A black cross on an olive drab background is not a symbol recognized under the Geneva Conventions.

(4) Medical evacuation vehicles and medical materiel containers will, unless ordered otherwise, be marked with the Distinctive Emblem (red cross on a white background) and other distinguishing insignia and color markings when required by International STANAGs. (See STANAGs 2027, 2060, and QSTAG 248.)

7. Loss of Protection of Medical Establishments and Units. Medical assets lose their protected status by committing acts "harmful to the enemy," Article 21, GWS. A warning must be given to the offending unit and a reasonable amount of time allowed to cease such activity.

a. Acts Harmful to the Enemy. The phrase "acts harmful to the enemy" is not defined in the Convention, but should be considered to include acts the purpose or effect of which is to harm the enemy, by facilitating or impeding military operations. Such harmful acts would include, for example, the use of a hospital as a shelter for able-bodied combatants, as an arms or ammunition dump, or as a military observation post. Another instance would be the deliberate siting of a medical unit in a position where it would impede an enemy attack.

b. Warning and Time Limit. The enemy has to warn the unit to put an end to the harmful acts and must fix a time limit on the conclusion of which he may open fire or attack if the warning has not been complied with. The phrase "in all appropriate cases" recognizes that there might obviously be cases where no time limit could be allowed. A body of troops approaching a hospital and met by heavy fire from every window would return fire without delay.

c. Use of Smoke and Obscurants. The use of smoke and obscurants during medical evacuation operations does not differ from the use of camouflage and does not constitute an act harmful to the enemy. NOTE: The use of smoke, although not an act that harms the enemy, may result in medical facilities/personnel coming under fire because smoke keeps the enemy from being able to recognize the "protected site". With this in mind, the commander may need to make difficult decisions about use/non-use of smoke based on the current battlefield situation.

8. Conditions Not Depriving Medical Units and Establishments of Protection.

a. Article 22 of the GWS reads as follows: "The following conditions shall not be considered as depriving a medical unit or establishment of the protection guaranteed by Article 19:

(1) That the personnel of the unit or establishment are armed, and that they use the arms in their own defense, or in that of the wounded and sick in their charge.

(2) That in the absence of armed orderlies, the unit or establishment is protected by a picket or by sentries or by an escort.

(3) That small arms and ammunition taken from the wounded and sick and not yet handed to the proper service, are found in the unit or establishment.

(4) That personnel and materiel of the veterinary service are found in the unit or establishment, without forming an integral part thereof.

(5) That the humanitarian activities of medical units and establishments or of their personnel extend to the care of civilian wounded or sick."

b. These five conditions are not to be regarded as acts harmful to the enemy. These are particular cases where a medical unit retains its character as such, and its right to immunity, in spite of certain appearances, which might have led to the contrary, conclusion or, at least, created some doubt.

(1) Defense of medical units and self-defense by medical personnel. A medical unit is granted a privileged status under the laws of war. This status is based on the view that medical personnel are not combatants and that their role in the combat area is exclusively a humanitarian one. In recognition of the necessity of self-defense; however, medical personnel may be armed for their own defense or for the protection of the wounded and sick under their charge. To retain this privileged status, they must refrain from all aggressive action, and may only employ their weapons if attacked in violation of the Convention. They may not employ arms against enemy forces acting in conformity with the law of war and may not use force to prevent the capture of their unit by the enemy (it is, on the other hand, perfectly legitimate for a medical unit to withdraw in the face of the enemy). Medical personnel who use their arms in circumstances not justified by the law of war expose themselves to penalties for violation of the law of war and, provided they have been given due warning to cease such acts, may also forfeit the protection of the medical unit or establishment which they are protecting.

(a) Medical personnel may carry only small arms, such as rifles or pistols or authorized substitutes. AR 350-41 supports this policy. It states "AMEDD personnel and non-AMEDD personnel in medical units will train and qualify with individual or small arms (pistols and rifles). These personnel are not required to train and qualify on crew-served weapons. However, AMEDD personnel attending training at noncommissioned officer education system courses will receive weapons instruction that is part of the curriculum. This will ensure that successful completion of the course is not jeopardized by failure to attend the weapons training portion of the curriculum (AR 351-1)."

(b) The presence of machine guns, grenade launchers, booby traps, hand grenades, light antitank weapons, or mines (regardless of the method by which they are detonated) in or around a medical unit or establishment would seriously jeopardize its entitlement to privileged status under the GWS. The deliberate arming of a medical unit with such items could constitute an act harmful to the enemy and cause the medical unit to lose its protection, regardless of the location of the medical unit. (See the previous discussion of loss of protection of medical units and establishments.)

(2) Guarding of medical units. As a rule, a medical unit is to be guarded by its own personnel. However, it will not lose its protected status if the guard is performed by a number of armed soldiers. The military guard attached to a medical unit may use its weapons, just as armed medical personnel may, to ensure the protection of the unit. But, as in the case of medical personnel, the soldiers may only act in a purely defensive manner, and may not oppose the occupation or control of the unit by an enemy who is respecting the unit's privileged status. The status of such soldiers is that of ordinary members of the armed forces. The mere fact of their presence with a medical unit will shelter them from attack. In case of capture, they will be prisoners of war.

(3) Arms and ammunition taken from the wounded. Wounded arriving in a medical unit may still be in possession of small arms and ammunition, which will be taken from them and handed to authorities outside the medical unit. Should a unit be captured by the enemy before it is able to get rid of these arms, their presence is not of itself cause for denying the protection to be accorded the medical unit under the GWS.

(4) Personnel and materiel of the veterinary corps. The presence of personnel and materiel of the veterinary corps with a medical unit is authorized, even where they do not form an integral part of such unit.

(5) Care of civilian wounded or sick. A medical unit or establishment protected by the GWS may take in civilians as well as military wounded and sick without jeopardizing its privileged status. This clause merely sanctions what is actually done in practice.

9. 1977 Protocols to The Geneva Conventions. Amendments to The Geneva Conventions have been ratified by some of our allies and potential adversaries. The US representative to the diplomatic conference signed these amendments, but they have not been officially ratified by our government.

Appendix D Combined Arms Training Strategy

1. PURPOSE. This appendix provides, as part of the CATS, the Combined Arms Command's (CAC) recommended strategy for training a unit. This appendix has three parts. The first part describes CATS and explains how CATS fits into the training planning process as described in FM 25-101. The second part explains how to read the strategies, and the third part explains how to integrate CATS into the long-range and near-term planning process.

Section I. CATS AND THE TRAINING PLANNING PROCESS

2. TRAINING PLANNING PROCESS. FM 25-101 describes a three-step process, based on the unit METL and ending in training execution. Figure D-1 is a graphic representation of the process. CATS does not replace this process. It is a training tool that enhances the commander's ability to use the training planning process to manage his training and to optimize the use of scarce training resources. CATS unit strategies describe recommended training events and the event frequency. Your unit may train all or some of these events. Your training frequency may or may not match that in the CATS strategy. Whatever a unit's training requirements, CATS provides a framework for use in making decisions on the training to be conducted. The training strategy outlined in CATS is designed to help commanders at all levels develop and execute a more efficient training program. Any given strategy addresses all units Army-wide of the same TOE. The specific makeup of the unit's training program is dependent upon its METL, guidance from higher headquarters, and the resources available at the installation or training environment. It is descriptive in nature and intended for use as a guide for the commander.

3. CATS. CATS is the Army's training strategy that integrates combined arms training for heavy, light, and special operations forces, the active and reserve components, in the unit and institution environments. It provides an azimuth to guide Army training and identifies the resources required to support that training. It enables the Army to identify, manage, and program the acquisition of training resources. CATS evolved from the need for more efficient training based on expected resource constraints. At US Army level, CATS gives the rationale for acquiring training resources through the development of unit and institutional training strategies. The strategies provide recommended training frequencies and identify the training resources needed to support the strategy.

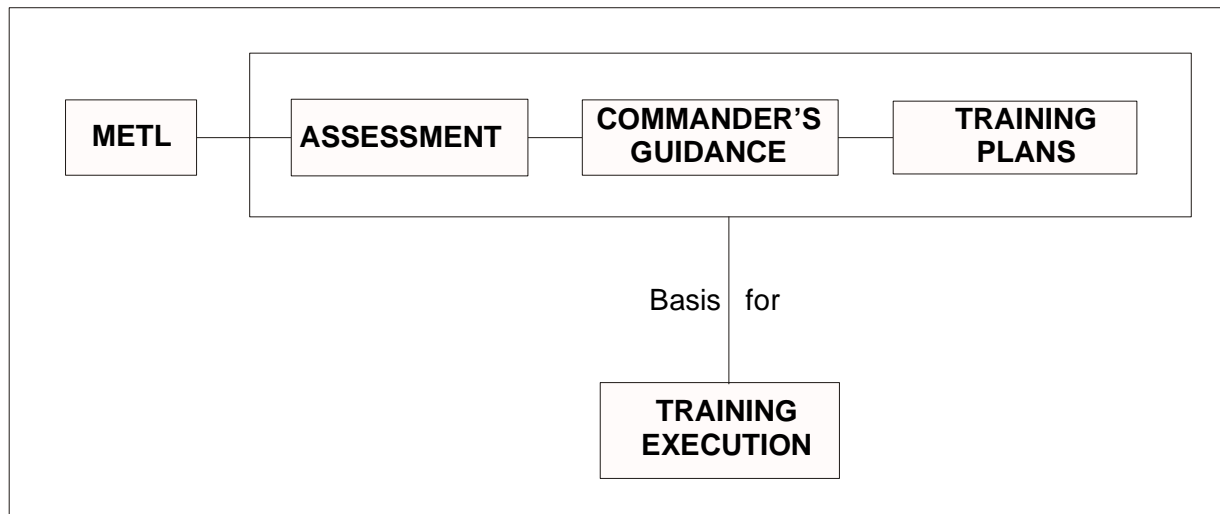


Figure D-1. Training Planning Process

4. TERMS. The information in this paragraph explains the terms listed in Figure D-1. For information on the training planning process, see FM 25-101.

a. The METL is an unconstrained, unprioritized statement of the tasks required to complete the wartime mission. It is the source of training planning activities.

b. Assessment is the beginning of the training planning process. It is the commander's evaluation of the unit's training level on the METL.

c. Commander's Guidance consists of long-range planning calendars and CTG issued to the battalion from the division. It serves to focus the training efforts of the battalion in accordance with the division commander's priorities. The battalion in turn issues CTG for its subordinate companies.

d. Training Plans are a collection of schedules and other supporting documents that carry out the commander's guidance.

e. Training Execution is the actual performance of the training scheduled in the training plans portion of the training planning process.

5. Applying CATS. The information in this paragraph explains how to apply CATS to the training planning process. Figure D-2 is a graphic representation of the process.

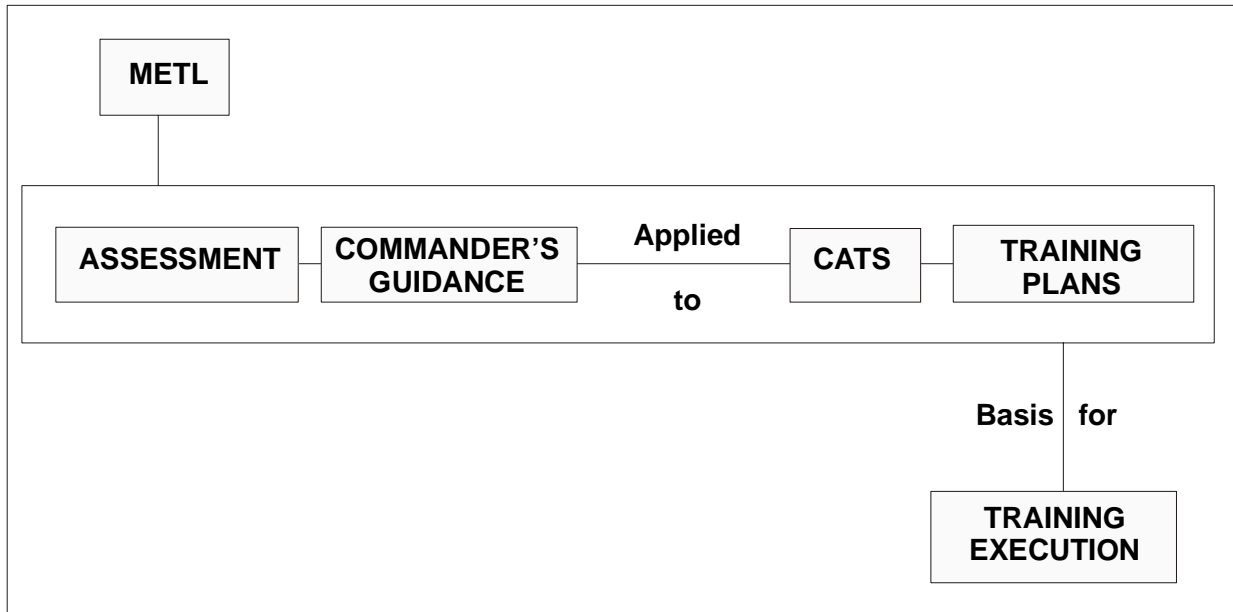


Figure D-2. Training Planning Process

a. The commander determines the exact events and tasks to be trained based on his METL and guidance from higher headquarters.

(1) The unit trains tasks during events established in FM 25-100, FM 25-101, and CATS.

(2) The unit trains its METL by training soldiers, and their appropriate sections, in their wartime tasks. The unit applies CATS to its training plans by applying the training events, frequencies, and critical gates contained in strategies to the CTG in developing its training plans. The commander and training officer/NCO uses the critical gates identified in the strategies to ensure that basic tasks are trained prior to moving on to training more complex or resource intensive tasks. The

performances of training gate tasks are always evaluated by the commander and serve as the basis of additional training efforts. For example, a TEWT should be used to train METL tasks prior to conducting a complex and resource intensive event like a CFX.

(3) TADSS based training uses a mix of TADSS and live fire/field training. The strategies show those TADSS within the Army's system or year projected for fielding. The TADSS may not be available at your installation or training environment.

b. The strategies can be viewed as training plans for generic type units. By inserting an extra step into the training process, commanders apply the components of their CATS strategies to their particular training programs and environments. Commanders evaluate and apply the information contained in the strategies to their training environments. The optimal frequencies identified in the strategies may have to be adjusted based upon a unit's training status or it's Resourcing.

Section II. STRATEGY ORGANIZATION AND INTERPRETATION

6. UNIT TRAINING STRATEGIES. This paragraph explains the strategy organization and explains how to use it. The unit training portion of CATS is a series of separately generated training strategies. These strategies describe the events, frequencies, and resources recommended to train to standard. As part of the unit training strategy development process, TRADOC established a standard format to depict unit training strategies. The unit training strategy is a descriptive strategy for training and sustaining soldier and collective task proficiency. The tasks to be trained at a particular unit will be based on the unit's METL. The unit strategy in this appendix covers all CSS units. The unit training strategies have three major components -- Maneuver, Gunnery, and Soldier.

a. The maneuver strategy is descriptive. It provides recommended training frequencies for collective training events in a unit. The events come from FM 25-100, 25-101, or the glossary of this MTP. It helps a unit maintain MTP standards and depicts the resources required to support training events.

b. The Gunnery Component has individual/crew served weapons strategies that the Infantry school developed. These strategies can also be found in DA Pam 350-38 and DA Pam 350-39 or appropriate weapons FMs.

c. The Soldier Component is a descriptive strategy for training individual soldier skills. It lists the resources required to support soldier training and links with and supports a collective training strategy.

7. ELEMENTS OF THE UNIT STRATEGIES. The unit training strategies are in matrix formats. The matrix lists the unit size levels, training events or training exercises, training event frequencies for both active and reserve components, critical gates, and training resources.

a. Training levels are units, training elements or echelons (such as individual through corps) that execute specific training events.

b. Training events are types of types of collective training exercise identified in FM 25-101 or the glossary of this MTP. Training events identify the recommended exercises that units should conduct to train to MTP standard. Units normally conduct events in a progressive and sequential manner. For example, TEWT should be conducted before conducting a CFX. A CPX should be conducted before conducting a FTX.

c. Training event frequencies are the suggested number of times that an event should be trained during a training cycle to attain or maintain MTP standards. AC units use an annual cycle and RC unit's conduct training on a 4-year cycle.

d. A critical gate is a training event that must be done and evaluated before moving onto a more complex, resource intensive or hazardous event. MACOM or field commanders may direct performance of critical gate training tasks to an established standard prior to performing more complex or resource intensive tasks.

e. The unit training strategies identify the resources that will be used to support each training event. These resources are:

- OPTEMPO
- Ammunition
- TADSS
- Training Land
- Training Ranges

The resources listed in the strategies represent those that are available now.

(1) OPTEMPO figures reflect the annual operating miles/hours for the base vehicle for a particular unit, per event. The OPTEMPO figures come from the BLTM. When no BLTM was available, the proponents developed an estimated OPTEMPO required to support all the annual iterations of that training event.

(2) Ammunition figures reflect the ammunition required to support training events and come from DA Pam 350-38. The maneuver/collective strategies reflect blank ammunition requirements. Live ammunition appears on the Gunnery strategies. Pyrotechnics appear on the maneuver/collective component.

(3) TADSS are training aids, devices, simulators, and simulations that support specific training events. TADSS listed are those in the system and non-system TADSS that are fielded. For example, Battalion and BBS are identified as a primary TADSS to support battalion staff and headquarters company/detachment's CPX training.

(4) Training Land is a resource category that will list the recommended training land in kilometers by event to conduct maneuver training. The reference is TC 25-1. A particular unit needed will determine the actual amount of training land by METT-TC and the characteristics or condition of the training land available to the unit.

(5) Training Range is a resource requirement that supports weapons training events. The information comes from TC 25-8.

8. GUIDE TO THE UNIT STRATEGIES. This paragraph provides a guide to reading the collective, gunnery, and soldier components. Generally, the leader using the matrices for planning will have a METL (or other list of critical tasks in which his unit must be proficient) and will be looking for guidance about appropriate training methods. The key to using CATS for unit training management is understanding the strategy and its various components. The strategy is organized by functional area and echelon to be trained. It has eight interactive components, expressed as columns in a matrix format. An example matrix for one mission/task is at Table D-1. The columns provide the following information:

- Column One records the mission and supporting tasks requiring training. The entries in Column One consist of the appropriate MTP missions and tasks.

- Column Two shows the desired frequency of and interval between repetitions of the task(s). Both the unit's personnel turnover rate and the rate of progress need to be considered in determining how frequently to train.
- Column Three lists alternative "training means"--combinations of events and media (live or simulation)--that might be selected to train this mission/task. You must select an appropriate means for each time you intend to conduct training.
- Column Four lists the estimated duration of each means (determined by the event more than by the medium). You will need to be sure that there is time available.
- Column Five shows a means quality rating, related to the cost and realism of the event/medium. When choosing events and media, you will have to balance the resource costs of different training media against the needs for realism and repetition. Generally, as your unit becomes more proficient, realism should increase.
 - An "A" level means is identified as a CTC deployment and training activity.
 - A "B" level means is described as a well assigned home station training exercise.
 - A "C" level means is described as a partial task training exercise.
 - A "D" level means is described as a subtask training exercise.
- Column Six identifies the training unit/audience for the event. The information in this column is drawn from the appropriate MTP.
- Column Seven gives the prerequisite training (training "gates") that should be attained by the members of the training audience prior to the execution of the means in Column 3. If the training audience has not attained the specified level of proficiency, the means cannot achieve the quality indicated in Column 5.
- Column Eight provides a place to record detailed comments concerning the purpose and desired outcome of each event along with other remarks or guidance.

Table D-1. Example CATS Task Matrix

Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7	Column 8
<u>Task</u>	<u>Freq/ Interval</u>	<u>Means (Event/ Media)</u>	<u>Estimated Duration</u>	<u>Quality (A-D)</u>	<u>Training Unit (Audience)</u>	<u>Prerequisite Training Gates</u>	Remarks: Includes purpose of event; outcome being supported; comments about execution of the event/ constraints posed by <u>TADSS/etal</u>
RECALL PROCEDURES <u>XX-X-XXXX</u> To train company on recall procedures: Perform Deployment Alert Activities 63-2-8001	12/ Monthly	7 STX (Telephonic/ Non-telephonic Alert)	2-3 hrs.	C	Battalion	Telephonic and non-telephonic recall procedures and rosters current	PURPOSE: To verify recall rosters and procedures. OUTCOME: To maintain the ability to rapidly alert, assemble, prepare, deploy, marshal, and out load on any mode of transportation, all TOE equipment and personnel with minimum outside assistance. REMARKS: None.

Section III. INTEGRATION OF CATS IN THE PLANNING PROCESS

9. INTEGRATING CATS. This portion of the appendix explains how to integrate CATS into the planning process. It focuses on long range planning conducted at brigade and above. To understand how CATS fits into this process, a brief summary of Chapter 3, (Planning) from FM 25-101 is provided.

10. THE PLANNING PROCESS.

a. Long Range Planning.

(1) **Assessment.** Assessment is the start of the long range planning process. Using their evaluations, the input of subordinate leaders and the results of training evaluations, commanders assess their unit's training level on METL tasks. The assessment serves as the basis for the commander's training strategy for sustainment and improvement training. Commanders at all levels do this assessment function. An integral part of the assessment is the identification of required training resources and shortfalls. The commander also must synchronize the actions of supporting units and agencies to ensure proper training execution.

(2) In creating their training strategy, commanders ensure that training:

- Is METL focused.
- Incorporates combined arms.
- Identifies who, when, and where to train.
- Has a logical sequence of execution.
- Identifies the type of exercise to be trained.
- Determines the frequencies of a given task.
- Coordinates all events.
- Matches resources to requirements.

The strategy that meets these requirements results in the commander's training guidance.

(3) Senior commanders (brigade and above) provide subordinate commanders with long range training calendars, the commander's training guidance, resources to train, and protection from training distorters. Commanders often provide recommended training events frequency.

b. **Short-Range Planning.** The short range planning process refines the guidance that results from the long range planning process. Subordinate commanders use this guidance to create their training calendars. Guidance on the short-range training process can be found in the CATS appendix in the unit's MTP.

11. CATS AND THE PLANNING PROCESS. CATS serve the unit commander as a training management and training resource identification tool. As a training management tool, it allows the unit commander to more efficiently manage his training program, with limited resource availability. As a training resource identification tool, it identifies the resources within the Army's inventory to conduct training. The availability of those resources will vary, depending on your location.

a. Long-Range Planning

(1) Assessment

(2) The CATS strategy:

- Is METL focused.
- Incorporates combined arms.
- Identifies who, when, and where to train.
- Has a logical sequence of execution.
- Identifies the type of exercise to be trained.
- Determines the frequencies of a given task.
- Coordinates all events.
- Matches resources to requirements.

(3) CATS provides a convenient vehicle for the transmission of the commander's training guidance. It serves as the basis for the long-range calendar. It provides subordinate commanders with recommended frequencies of training events.

(4) Execution. The following example shows how CATS could fit into the long range planning process.

b. The Company/Detachment Maneuver Training Strategy lists the recommended frequencies for required annual training events. In particular, for the STX it lists 10 iterations. The optimal training frequency is for the company/detachment staff to train the event 10 times in a given year, 1 STX per month for 10 months. The frequencies listed in CATS would be trained as follows:

- 2 events per year - semi-annual training
- 4 events per year - quarterly training
- 6 events per year - bimonthly training

c. Naturally, the training year may not support such a neat breakdown of training events. CATS gives you the flexibility to adjust the events to meet your particular requirements. A key point here is the idea of critical gates. As you can see, STX is a critical gate for FTX. You should conduct any event that is a critical gate, before conducting the more complex task. Gates serve to ensure that basic tasks essential to the successful performance of complex tasks are trained and evaluated prior to the performance of complex tasks. Critical gates may also serve as a type of preview or "rehearsal" for a follow-on training event.

d. Assume that your commander has identified platoon leadership as a particular weakness in your unit. Your commander decides that he wants to run platoon STX exercises twice a month to train the platoon/section/crew/squad leadership elements.

e. Using this guidance you simply go to the company strategy and substitute 24 for 12. If the frequencies for the other events are acceptable, you now have a coupled commander's strategy. In this manner a CATS base strategy is tailored to meet a commander's assessment and training needs.

f. Short Range Planning. The application of CATS Battalion Staff and headquarters Company/Detachment's unit training strategies to battalion short range planning and the battalion quarterly training calendar is seen as follows:

Recommended Company/Detachment Calendar Using CATS Maneuver Strategy.

1st Month

Week 1 Drill Training (1)
 Week 2 Cell/Staff/Section Training (1)
 Week 3 Cell/Staff/Section Training (1)
 Week 4 STX (2)

NOTES:

1. The collective tasks trained during the weekly Cell/Staff/Section training periods support company METL tasks and are trained according to the commander's assessment and his priorities for staff training outlines in the CTG. Soldier training tasks trained during this month are soldier/leader supporting performance of the collective tasks to be trained during the weekly staff training sessions or the monthly STX.
2. Performance of the STX substitutes for Cell/Staff/Section Training in week four (4).

2nd Month

Week 1 Cell/Staff/Section Training (1)
 Week 2 Cell/Staff/Section Training (1)
 Week 3 TOCEX (2)
 Week 4 Cell/Staff/Section Training (1)

Notes:

1. Training during these weekly periods concentrates on staff METL tasks identified as priority in the CTG. Training time here could also be spent training tasks evaluated as NO GO during the 1st month's training periods. LCXs and MCXs can also be used to enhance staff coordination.
2. Performance of the TOCEX substitutes for performance of the monthly STAFFEX that would be conducted here. Commanders may have to modify or extend the training period of the TOCEX to include training tasks that would have been normally performed in the STAFFEX.
3. Tasks trained here can be tasks rated as NO GO during the previous week's TOCEX.

3rd Month

Week 1 Cell/Staff/Section Training (1)
 Week 2 TEWT (1)
 Week 3 Cell/Staff/Section Training (1)
 Week 4 CPX (2)

Notes:

1. This TEWT substitutes for performance of the Call/Staff/Section training that would normally be performed this week. Ideally, the TEWTs discussion points and learning objectives

would be developed to support/ reinforce collective tasks trained in the previous month's Cell/Staff/Section, STAFFEX or TOCEX training periods. The commander may also structure the TEWT to train staff coordination and integration tasks as key for the upcoming CPX.

2. Substitutes for performance of the STAFFEX that would normally be performed during the month.

As seen in the above, the commander structures his training program using recommended CATS training events, frequencies and critical gates to support METL training. Weekly or monthly training events can be conducted independently or integrated into other collective training exercises.

In scheduling training, the commander should take maximum advantage of higher headquarters directed events to accomplish his recommended CATS training events.

g. Horizontal and Vertical Integration. In executing this training strategy, the commander vertically integrates his training requirements with the battalion's/group's training requirements. Additionally, the company's training strategy is horizontally integrated with other companies in the battalion to ensure that combined arms' training is affected.

Appendix E Threat Environment

1. Threat Environment.

a. To properly train the unit, the DISCOM commander must consider the threat environment(s) that it will most likely operate in when deployed. The division may be called on to function in the full spectrum of combat operations by providing elements in support of Small Scale Contingencies (SSCs), to full employment in a Theatre of War. Operations may be required in complex terrain, including deserts, mountains, jungles, and urban areas. In our constantly changing world, this unit, when deployed, is likely to confront a formidable enemy who possess low end and mid range combat capabilities. These threats may possess both conventional and asymmetric weaponry. Commanders are challenged to train their units to be adaptable and ready to be respond effectively to support operations against a variety of potential threats. Combat service soldiers of today must, more than ever before, be "Combat Logisticians", who employ effective force protection against a direct or indirect threat to the unit by either conventional or unconventional forces.

b. The FTX and STXs in Chapter 4 provide an excellent starting point for collective training in the DISCOM, but they cannot cover every possible situation. The commander and S2/3 need to tailor collective training to address the missions and threat environments that are most likely to be encountered based on METL, contingency plans or direction from higher headquarters. This Appendix provides an overview of current and emerging threats that should be considered and incorporated into FTXs and STXs to make training more relevant.

2. **Urban Environment.** One of the most likely environments that the DISCOM may encounter is urban. The world is increasingly becoming urbanized with over 400 cities of more than 1 million people. The UN estimates that 75% of people in North America, Europe and Latin America now live in cities. Africa's urban growth is the highest in the world. Cities have become so large that they are beginning to be linked by urban corridors. In many cases, it is no longer possible to bypass large cities areas because of this urban sprawl. This environment is also one that may be exploited by our potential adversaries who seek to use the sanctuary of urban areas to neutralize our advantages in overwhelming firepower and intelligence collection. Even if not located in urban areas, Combat Service Support (CSS) units are very likely to move through or conduct operations in them. CSS units are drawn to cities because they almost always contain the key infrastructure that supports logistics. In or near cities are the rail, road, air and sea transportation hubs required to support military operations. The city can offer many advantages to a force such as labor, equipment and material resources that contracting officers seek to obtain to support our operations which dramatically reduces the expense that would be required to import these resources from outside the theater. If the city's infrastructure is still intact, it also presents great potential of warehousing space for supplies, shelter for troops and the promise of communications, water, electrical power, sanitation and waste disposal capabilities to support the force.

a. Urban Threat. Urban operations will most likely be non-linear and may be very fragmented in nature. There will be no safe "rear areas". Large sections of the urban area and the lines of communication (LOCs) may be unsecure and under enemy observation or temporary control. CSS units are considered low threat, high payoff targets for an enemy, who will use all means at their disposal to interdict movement, impair operations and destroy these units. Assistance from MPs or combat units may be very limited or non-existent. Even when a Tactical Combat Force (TCF) is designated, its reaction time will be greater than in open terrain, so CSS units will have to rely on self-defense for longer periods of time than in the past. Maintaining lines of communication (LOC) become a concern as the enemy may seek to isolate both CSS and tactical units by blocking or disrupting key routes in the urban area.

b. Training for Urban Operations. Most of the training considerations listed below also apply to other environments, but become more critical when operating in urban areas.

(1) Unit Defense. If the unit cannot defend itself, its primary mission is jeopardized. CSS units have to balance the needs of 24 hour self defense with daily mission requirements. Even in a low threat environment this unit will have to protect itself against theft, sabotage and acts of terrorism. Place emphasis on basic soldier combat skills (such as reinforcing a room for defense), weapons safety and defense at night and during limited visibility. FM 90-10-1 (Currently under revision, to be published as FM 3-06.11) contains the basic Tactics, Techniques, and Procedures (TTPs) for urban defense. Ensure that leaders at all levels are familiar with it. To reduce the number of soldiers committed to unit defense, plan for a mutually supporting defense with other units in a base cluster. Remember, an urban area is a three dimensional battlespace, consider likely above and underground enemy avenues of approach. There are some possible advantages to a defense in an urban area. Often, key avenues of approach can be observed and controlled from fewer locations, thereby reducing the number of soldiers on perimeter defense. Some urban areas may have walled or fenced compounds previously used for civilian maintenance, transportation, supply or other industrial activities. These may offer the opportunity to minimize the need for Class IX materials and labor resources required for perimeter barrier construction.

(2) Convoy Operations. Unless the threat level is relatively low, no vehicle should travel alone and every convoy should be considered a combat mission. Convoy operations are one of the most challenging aspects of urban operations. Even medical evacuation missions must conform to established force protection protocol (e.g., must be escorted by an up-armored HMMWV with a crew served weapon). Ensure evacuation units coordinate for escort vehicles as required. Convoy commanders and participants must rehearse and be prepared for ambushes, sniping, mines and other enemy efforts to interdict the LOCs. Also the effects of civilian traffic and refugees may impede convoy operations; plan convoy operations for times of the day when this traffic is minimal. Since large numbers of vehicles and personnel can be committed to convoy operations, the commander must consider this resource impact on the unit's mission.

(3) Leadership Development. Platoon and below leadership responsibilities increase due to the isolation inherent to urban terrain. In addition to increased responsibility in defense and mission requirements, small unit leaders should also be prepared for a host of non-traditional duties. Examples include, remote support missions to allied units or local population, supervising contractors, paying for local goods and services (ordering officers) or supervising day laborers. Use situational problems to promote initiative and improvisation for leaders at this level.

(4) Physical Fitness. The commander should have a physical fitness program that emphasizes increased stamina and endurance. These are important in urban operations where higher levels of physical exertion are required for movement within buildings and through rubble. Upper body strength is especially important for medics who may have to navigate this environment while evacuating casualties, possibly under fire. Physically fit soldiers also hold up better when placed under the extreme stress created by this environment.

(5) Rules of Engagement. The unit must be familiar with the types of Rules of Engagement (ROE) that it could possibly operate under while deployed in an urban area. The ROE will have a profound impact on medical treatment and support to contractors and the local population. The Brigade's legal officer should be able to offer examples of ROEs that this unit may encounter.

(6) Urban Hazards. There are numerous hazards to units and soldiers operating in an urban area. Training on the identification and avoidance of mines, booby-traps and unexploded ordnance rank among the most important. The numbers of soldiers wounded and killed due to mine losses has increased with every conflict. US soldiers killed by mines in Somalia accounted for 25% of the total losses in that operation. Soldiers must also be trained to react to snipers, a single sniper can delay a unit for hours and instill great fear in soldiers. Your soldiers may also be called upon to operate high above ground or underground in confined spaces in the presence of fire, water and chemical hazard. There also are a host of other hazards and threats to prepare for as mentioned in the General Threats section below. Your soldiers must be trained to be aware of their surroundings and immediately report anything that is out of the ordinary.

(7) Urban Terrain and Navigation. Identifying key terrain and navigating in an urban environment are essential skills for all leaders. A good start are terrain walks in a nearby city, which are absolutely essential in getting leaders to think about operations in urban areas. Leaders should examine the defensibility of a particular area and its capability of supporting the unit's mission. Distance should be discussed. Short distances in an urban area may be deceptive. Urban congestion, rubble, snipers, civilian disturbances and other factors may make a trip of only a few blocks take a significant amount of time.

(8) Tactical SOPs and Orders. Without a good TSOP, operations in an urban environment are very difficult and unnecessarily more stressful. Combat Training Center (CTC) lessons learned perpetually point to weaknesses of Tactical Standing Operating Procedures (TSOPs), orders and fragmentary orders (FRAGOs) in CSS units. With no standing procedures, recurring unit tasks require much more effort to supervise and monitor to ensure completion. This puts unit leadership in a reaction mode, never able to anticipate requirements. Write and test your TSOP now.

(9) People. People are the key component to the urban landscape. The more familiar leaders and soldiers become with the history, culture and ethnic diversity of an urban area, the better. This promotes better understanding of the local populace and will prove useful in defusing otherwise tense situations. Use of situational vignettes can prove useful to prepare for interaction with the local population on everything from medical care to dealing with irate citizens blocking your convoy routes.

(10) MOUT Site Training. If your installation has a Military Operations in Urban Terrain (MOUT) site, take advantage of it. Generally CSS units have the lowest priority and spend the least time in their home station MOUT site. It is ironic that the units most likely to operate in this environment spend the least time in it. If you can't secure the MOUT site for dedicated training, consider asking the using unit for co-use. Co-use of a MOUT site with a combat unit has advantages for both units as there are many skills and TTPs that can be shared.

c. Training the Battalion Staff for Urban Operations. Staff officers should read and be familiar with the basic concepts of FM 90-10 (Currently under revision, to be published as FM 3-06 Urban Operations). The Center for Army Lessons Learned (CALL) database is an excellent source for information on recent operations conducted in an urban environment. The CALL website address is: <http://call.army.mil>

3. **General Threats**. The threats listed below are a composite of ongoing or potential enemy actions and environmental conditions that reduce combat effectiveness of soldiers and units. The following are elements of the threat that the commander and staff should consider when preparing Intelligence Preparation of the Battlefield (IPB) and Logistics Preparation of the Battlefield (LPB).

a. Diseases and Non Battle Injuries (DNBI). DNBI is a major threat during all operations. Some areas, particularly those in developing countries, are already large sources of communicable diseases such as tuberculosis, cholera, typhus, hepatitis, malaria, dengue, and acquired immune deficiency syndrome (AIDS). Physical damage or deterioration of infrastructure such as electricity, water, and sewage services and industries that use or produce hazardous materials will only exacerbate these problems creating greater health risks. In urban environment the density of people and industry extends these risks to Army forces. The enforcement of good field sanitation and risk assessment measures within the unit will help to mitigate many of these threats.

b. Environmental Hazards. Traditional environmental extremes (heat, cold, altitude, etc) and hazards (poisonous plants and animals, noise, etc) still must be considered. But attention must also be focused on industrial and urban infrastructures. In many areas these have the potential for accidental or intentional release of Toxic Industrial Materials (TIM) into the air, water and soil. TIM identifies the broad category of potentially dangerous materials. It can be broken down into three major categories, Toxic Industrial Chemicals (TICs), substances that pose a long-term health risk and radiological materials. Each of these categories possesses the potential to significantly influence US Military Operations.

Hidden in the city are many dangers that present operational implications. No longer confined to industrial parks, TIMs are distributed throughout complex urban environments. Rapid modernization of industry, coupled with a resource-constrained hazardous material management program, create a cauldron of hazards in the urban complex. The convergence of hazards and people serve to increase the magnitude of the danger. For the most part TIMs do not require a delivery system. They are just as lethal as "traditional" chemical warfare agents and have worldwide availability. These combinations of agents and materials present a wide range of employment options against both the US force and the civilian population. The presence of environmental hazards must be considered when selecting operating sites and routes.

c. Battle Injuries. The increased probability of operations in urban areas may cause a higher occurrence of injury from small arms, mines, bobby traps and ricochets. Falling debris, such as concrete, glass, wood and metal as well as falls from heights may cause numerous crushing injuries. There is increased potential for delayed evacuation in urban operations requiring prolonged on-site casualty care. Evacuation delays significantly increase the possibility for infection with a resultant increase in casualties dying of their wounds; therefore, combat medic training may also need to include the administration of antibiotics soon after injury. Units may face problems treating mass burn and crushing injuries due to the effect of Thermobaric (fuel-air) weapons. Evacuation is often dangerous, slow or delayed, with the means of evacuation often limited to heavily protected vehicles or stealth movement by foot. The traditional means of evacuating casualties from far forward by helicopter is often impossible. Because of this threat the unit cannot have too many trained combat lifesavers. Combat lifesavers are especially important for elements of the unit that may be called upon to operate outside the Division Support Area (DSA).

d. Directed Energy Weapons. Directed-energy weapons destroy targets by bombarding them with either subatomic particles or electromagnetic waves at or near the speed of sound. These weapons include lasers, particle beam generators, and microwave radiation emitters. Currently, directed-energy weapons are only capable of damaging soft targets, including personnel, or the soft components of hard targets, such as optical components or communications equipment. The most common effect on the human body are burns.

e. Blast Effect Weapons. Battlefield employment of blast effect munitions can cause large numbers of casualties with a variety of injuries. Medics and combat lifesavers must be prepared to recognize and treat injuries due to incendiary or fuel-air explosives (also known as thermobaric weapons)--a favored, urban-oriented threat weapon. These weapons explode, create a cloud of volatile gases, liquids, or powders; and then ignite, creating an immense fireball consuming oxygen and creating enormous overpressure. When employed in an urban structure, the blast wave or overpressure is greatly amplified. Injuries resulting from these weapons are massive burns, broken or crushed bones, concussions, missile injuries, and internal injuries. The last of these are easily overlooked (at least initially) by medical doctors unless they are trained, prepared, and expecting them. Gas filled bodily organs such as the ears, lungs and digestive tract are most susceptible to primary blast injury.

f. Combat Stress and Sustained Operations. The stress threat has the potential to threaten the mission and the soldier's current and future well-being. Snipers, mines, and booby traps, combined with the closeness and high intensity of urban combat, contribute to an unremitting fear of attack from any quarter that further increases stress casualties. Additionally, seeing and perhaps accidentally inflicting casualties on civilians (especially children) increases battle fatigue. If the civilians are hostile or an enemy uses the population as cover and concealment, then the potential for misconduct due to stress often increases. Urban areas may provide temptations for looting, alcohol and substance abuse, black marketeering, and harmful social interactions; these temptations may increase misconduct stress behaviors. (See FM 4-02.22 and FM 6-22.5.)

g. Flame and Incendiary Weapons. These are effective antipersonnel and anti-material agents. Many potential adversaries possess reliable old technology such as napalm and white phosphorous. Flame is a valuable close combat weapon that burns, depletes oxygen, and impacts

psychologically. Since soldiers fear flame, it is used to demoralize troops and reduce positions that have resisted other forms of attack. Casualties result from: Burns, thickened fuel sticks to clothing and skin, burns with intense heat, and is extremely difficult to extinguish; Inhalation of flame, hot gases, and carbon monoxide; suffocation and shock.

h. Nuclear Warfare. The threat from nuclear weapons still exists despite the end of the Cold War. The number of countries with known nuclear capable military forces has almost doubled since the breakup of the Soviet Union. The potential threat will most likely be low yield weapons.

i. Biological Warfare. This is the intentional use of disease-causing organisms (pathogens, toxins or other agents of biological origin (ABO) to incapacitate, injure or kill humans and animals; to destroy crops to weaken resistance to attack; and to reduce the will to wage war. Biological agents are either replicating agents (bacteria or viruses) or nonreplicating materials and none are volatile. Almost none of the biological agents can act through the skin.

j. Chemical Warfare. In the last few years, there has been a heightened interest by our potential enemies in chemical warfare. Chemical agents are typically man-made through the use of industrial chemical processes. Most of the chemical agents can act through the skin and or are volatile. Chemical warfare is seen as a force multiplier and counterweight to battlefield advantages associated with advanced technology weapons.

k. Missiles. Missiles present some of the most diverse types of medical threats due to the variety of payloads they carry. Over two dozen countries have NBC developmental or acquisition programs of which their products are deliverable by missiles. Missile warheads could contain chemical or biological agents that kill or incapacitate as well as creating a "terror effect". The likelihood of such a weapon causing panic among military personnel decreases, however, when the leaders and troops become educated regarding defense against these agents.

GLOSSARY

- Numbers -

1SG First Sergeant (E8)

- A -

A/SPOE	Aerial/Sea Port of Embarkation
AA	Assembly Area
AACG	Arrival Airfield Control Group
AAIS	Army Automation Information System
AAR	After Action Review
AB	Aviation Brigade
ABCS	Army Battle Command System
ABL	Ammunition Basic Load
AC	Active Component
ACN	Airborne Command Node
ACR	Armored Cavalry Regiment
ACS	Army Community Service
ACUS	Area Common User System
AD	Active Duty
	Air Defense
ADA	Air Defense Artillery
ADC	Area Damage Control
	Assistant Division Commander
ADCON	Administrative Control
ADP	Automated Data Processing
ADDS	Army Data Distribution System
AER	Army Emergency Relief
AFATDS	Advanced Field Artillery Tactical Data System
AFFS	Army Field Feeding System
AG	Adjutant General
AGR	Active Guard and Reserve
AI	Area of Interest
	Authorized Items
AIS	Automated Information System
AIT	Automatic Identification Technology
ALCE	Airlift Control Element
ALOC	Administrative and Logistics Operations Center
AM	Amplitude Modulation
AMC	Area Maintenance Company
	Army Materiel Command
AMC-LSE	Army Materiel Command -- Logistics Support Element
AMDPCS	Air Missile Defense Planning Control System
AMO	Automation Office
AMMO	Ammunition
AMSA	Army Maintenance Support Activity
AMSS	Army Material Status System
	Ammunition Management Standard System
AO	Area of Operations
AOAP	Army Oil Analysis Program
AOE	Army of Excellence
AOR	Area of Responsibility
APA	Army Pre-positioned Afloat
APL	Army Pre-positioned Land

APOD	Aerial Port Of Debarkation
APOE	Aerial Port Of Embarkation
APS	Army Pre-positioned Stocks
AR	Army Regulation
	Armor
ARC	American Red Cross
ARFOR	Army Forces
ARNG	Army National Guard
ARTEP	Army Training and Evaluation Program
ARTEP-DRILL	Army Training and Evaluation Program- Drill
ARTEP-MTP	Army Training and Evaluation Program- Mission Training Plan
Arty	Artillery
ASA	Aviation Support Area
ASAS	All-Source Analysis System
ASAT	Automated Systems Approach to Training
ASCE	Air Support Coordination Element
ASG	Area Support Group
ASL	Authorized Stockage List
ASP	Ammunition Supply Point
AST	Area Support Team
ASWBL	Armed Services Whole Blood Processing Laboratory
ATAV	Army Total Asset Visibility
ATCCS	Army Tactical Command and Control System
ATMCT	Air Terminal Movement Control Team
ATP	Ammunition Transfer Point
ATTN	Attention
ATWESS	Anti-Tank Weapon Effect Signature Simulation
AUEL	Automated Unit Equipment List
AUTL	Army Universal Task List
AWRDS	Army War Reserve Deployment System
AXP	Ambulance Exchange Point

- B -

B	Bulk
BAS	Battalion Aid Station
BB	Break-Bulk
BBPCT	Blocking, Bracing, Packing, Crating, and Tiedown
BCC	Battlefield Circulation and Control
	Brigade Coordination Cell
BCOC	Base Cluster Operations Center
BCT	Brigade Combat Team
	Brigade Cavalry Troop
BD	Battlefield Distribution
BDA	Battle Damage Assessment
BDAR	Battle Damage Assessment and Repair
BDCST	Broadcast Communication System
BDE	Brigade
BDOC	Base Defense Operations Center
BDR	Battle Damage Repair
BF	Battle Fatigue
BFA	Battlefield Functional Area
	Blank Firing Adapter
BFACS	Battlefield Functional Area Control System
BFSA	Brigade Forward Support Area
BII	Basic Issue Item

BILI	Basic Issue List Item
BIT	Built-In Test
BITE	Built-In Test Equipment
BLTM	Battalion Level Training Model
Bn	Battalion
BOS	Battlefield Operating System
BRIL	Baseline Resource Item List
BSA	Brigade Support Area
BSB	Brigade Support Battalion
BSMC	Brigade Support Medical Company
BSS	Brigade Surgeon Section

- C -

(C)	Classified
C2	Command and Control
C3	Command, Control, and Communications
C3CM	Command, Control, Communications Countermeasures
C4	Command, Control, Communications, and Computers
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance
CA	Civil Affairs
CAC	Combined Arms Command
cal	Caliber
CALFEX	Combined Arms Live Fire Exercise
CAPS	Consolidated Aerial Port System
CAS	Close Air Support
CATS	Combined Arms Training Strategy
cbt	Combat
CCIR	Commander's Critical Information Requirements
CCL	Combat Configured Load
CCP	Container Consolidation Point
CD	Civil Defense
CDE	Chemical Defense Equipment
CDR	Commander
CD-ROM	Compact Disc – Read Only Memory
CE	Communications – Electronics
CEB	Clothing Exchange and Bath
CFS	Call for Support
CFX	Command Field Exercise
CHE	Container Handling Equipment
chem	Chemical
CHL	Combat Health Logistics
CHS	Combat Health Services
	Combat Health Support
CHU	Container Handling Unit
CINCs	Commander-in-Chiefs
CJMAO	Central Joint Mortuary Affairs Office
CMCC	Corps Movement Control Center
CMMC	Corps Materiel Management Center
CMO	Civil Military Operations/Office/Officer
CMP	Common Message Processor
CMT	Combat Medical Team
	Contact Maintenance Team/Truck
CN	Contributing Nations
CNR	Combat Net Radios

CO	Commanding Officer Company
COA	Course of Action
COB	Contractors on the Battlefield
COE	Common Operating Environment Centers of Excellence
Cof S	Chief of Staff
COMEX	Communications Exercise
COMMZ	Communications Zone
COMSEC	Communication Security
CONOPS	Continuity of Operations Contingency Operations
CONPLAN	Contingency Plan
CONUS	Continental United States
COOP	Continuity of Operations Plan
COR	Contracting Officer's Representative
COSCOM	Corps Support Command
COTS	Commercial Off The Shelf
CP	Command Post
CPR	Cardio-Pulmonary Resuscitation
CPT	Captain
CPX	Command Post Exercise
CQ	Charge of Quarters
CRC	Central Reporting Center Control and Reporting Center CONUS Replacement Centers
CROP	Containerized Roll-In/Roll-Out Platform
CRT	Combat Repair Team
CS	Combat Support Chemical Smoke
CSM	Command Sergeant Major
CSS	Combat Service Support
CSSAMO	Combat Service Support Automation Management Office/Officer
CSSCS	Combat Service Support Control System
CT	Combat Trains
CTA	Common Table of Allowances
CTCP	Combat Trains Command Post
CTG	Command Training Guidance
CTIL	Commander's Tracked Items List
CTT	Common Task Training Common Task Test
CULT	Common Use Land Transportation
CZ	Combat Zone

- D -

DA	Department of the Army
DACG	Departure Airfield Control Group
DAMMS-R	Department of the Army Movement Management System - Revised
DAO	Division Ammunition Office/Officer
DASB	Division Aviation Support Battalion
DDAP	Digital Diagnostic and Prognostic Interface
DE	Directed Energy
decon	Decontamination
DEL	Deployment Equipment List
DEPEX	Deployment Exercise

DESC	Defense Energy Support Center
det	Detachment
DFAS	Defense Finance and Accounting Service
DFBS	Defense Finance Battlefield System
DII	Defense Information Infrastructure
DIMHRS	Defense Integrated Military Human Resources System
DISCOM	Division Support Command
DIT	Digital Interactive Training
DIVARTY	Division Artillery
DLA	Defense Logistics Agency
DLSC	Defense Logistics Support Command
DMA	Defense Mapping Agency
DMC	Distribution Management Center
DMLSS	Division Medical Logistics Standard Support
DMMC	Division Materiel Management Center
DMOC	Division Medical Operations Center
DMS	Distribution Management Section
DNBI	Disease and Non-battle Injury
DNVT	Digital, Non-secure Voice Telephone
DOD	Department of Defense
DODAC	Department of Defense Ammunition Code
DODACC	Department of Defense Activity Address Code
DODIC	Department of Defense Identification Code
DOL	Director of Logistics
DPD	Deployed Personnel Database
DPSC	Defense Personnel Support Center
DRMO	Defense Reutilization and Marketing Organization
DS	Direct Support
DSA	Division Support Area
DSB	Division Support Battalion
DSESTS	Direct Support Electrical System Test Set
DSS	Division Surgeon Section
DSU	Direct Support Unit
DSVT	Digital, Secure Voice Telephone
DTG	Date-Time Group
DTO	Division Transportation Office/Officer
DTS	Defense Transportation System
DVE	Driver Vision Equipment
DZ	Drop Zone

- E -

E8	Master Sergeant
E9	Sergeant Major/Command Sergeant Major
Ea	Each
EAB	Echelons Above Brigade
EAC	Echelons Above Corps
EAD	Echelons Above Division
EBC	Embedded Battle Command
ECB	Echelons Corps and Below
ECCM	Electronic Counter Countermeasures
ECS	Equipment Concentration Site
EEFI	Essential Elements of Friendly Information
EEI	Essential Elements of Information
ELSEC	Electronic Security
EMT	Emergency Medical Treatment

EOC	Emergency Operations Center
EOD	Explosive Ordnance Disposal
EOH	Equipment on Hand
EP	Electronic Protection
EPLRS	Enhanced Position Location Reporting System
EPW	Enemy Prisoner of War
ERT	Equipment Reception Team
ESE	Engineer Support Element
EST	Engineer Support Team
	Estimated
ETA	Estimated Time of Arrival
ETM	Electronic Technical Manual
evac	Evacuation
EXEVAL	External Evaluation
EW	Electronic Warfare

- F -

F	Fahrenheit
F&E	Fuel and Electrical
FA	Field Artillery
FAAD	Forward Area Air Defense
FAD	Force Activity Designator
FARP	Forward Arming and Refueling Point
FAS	Forward Aid Station
FASCAM	Family of Scatterable Mines
FBCB2	Force XXI Battle Command, Brigade and Below
FDC	Fire Direction Center
FDRP	First Destination Reporting Point
FFIR	Friendly Forces Information Requirement
FLE	Forward Logistics Element
FM	Field Manual
	Frequency Modulation
FMC	Fully Mission Capable
	Forward Maintenance Company
FNS	Foreign Nation Support
FPF	Final Protective Fires
FPL	Final Protective Line
FRAGO	Fragmentary Order
FRCP	Flat Rack Collection Point
FRS	Forward Repair System
FS	Fire Support
FSB	Forward Support Battalion
FSC	Forward Support Company
FSG	Family Support Group
FSMC	Forward Support Medical Company
FSO	Fire Support Officer
FSS	Fast Sealift Ship
FSSP	Fuel System Supply Point
FST	Field Sanitation Team
	Forward Surgical Team
FTX	Field Training Exercise
FUPP	Full-Up Power Pack
fwd	Forward

- G -

GCSS	Global Command and Control System
GC	Geneva Convention Relative to the Protection of Civilian Persons in the Time of War, 12 August 1949
GCCS	Global Command and Control System
GCCS-A	Global Command and Control System - Army
GCSS-Army	Global Combat Support System - Army
GMC	Ground Maintenance Company
GMLR	Guided Missile & Large Rockets
GPS	Global Positioning System
GPW	Geneva Convention Relative to the Treatment of Prisoners of War, 12 August 1949
GPW Sea	Geneva Convention for the Amelioration of the Condition of the Wounded and Sick in Armed Forces
GII	Global Information Infrastructure
GS	General Support
GSE	Ground Support Equipment
GTN	Global Traffic Network

- H -

HAZMAT	Hazardous Material
HCP	Health Care Package
	Health & Comfort Pack
HDC	Headquarters and Distribution Company
HE	High Explosive
HEMTT	Heavy Expanded Mobility Tactical Truck
HERCULES	Heavy Equipment Recovery Combat Utility Lift and Evacuation System
HET	Heavy Equipment Transporter
HF	High Frequency
HHC	Headquarters and Headquarters Company
HHd	Headquarters and Headquarters Detachment
HMMWV	High Mobility Multipurpose Wheeled Vehicle
HN	Host Nation
HNS	Host Nation Support
HQ	Headquarters
hr(s)	Hour(s)
HSC	Headquarters and Supply Company
HSMO	Health Service Materiel Officer
HSS	Health Service Support
HSSO	Health Service Support Officer
HTAR	Hot Tactical Aircraft Refueling System
HUMINT	Human Intelligence
hvy	Heavy
HZ	Hertz

- I -

IAW	In Accordance With
IBCT	Interim Brigade Combat Team
IC	Installation Coordinator
ICUMO	Installation Coordinator Unit Movement Officer
ICW	In Coordination With
IETM	Interactive Electronic Technical Manual
IEW	Intelligence and Electronic Warfare
IFTE	Integrated Family of Test Equipment

IFV	Infantry Fighting Vehicle
IHFR	Improved High Frequency Radio
INTSUM	Intelligence Summary
IPB	Intelligence Preparation of the Battlefield
IPE	Individual Protective Equipment
IR	Intelligence Requirements
ISO	International Standardization Organization
ITO	Installation Transportation Officer/Office
ITV	Intransit Visibility

- J -

JAG	Judge Advocate General
JOPEs	Joint Operations Planning and Execution System
JP	Joint Publication
JP-8	Jet Propulsion Fuel, Type 8
JTIDS	Joint Tactical Information Distribution System
JTRS	Joint Tactical Radio System
JSTARS	Joint Surveillance Target Attack Radar System

- K -

KCLFF	Kitchen, Company Level, Field Feeding
KHZ	Kilohertz
KIA	Killed In Action
KW	Kilowatt

- L -

LAN	Local Area Network
LAR	Logistics Assistance Representative
LAW	Light Anti-tank/Anti-armor Weapon
LHS	Load Handling System
LIN	Line Item Number
LMCS	Land Missile Combat System
LMTV	Light/Medium Tactical Vehicle
LNO	Liaison Officer
LOC	Lines of Communication
	Logistics Operations Center
LOD	Line of Duty
LOG	Logistics
LOGCAP	Logistics Civil Augmentation Program
LOGPAC	Logistics Package
LOGSA	Logistics Support Agency
LOGSITREP	Logistics Situation Report
LOGSTAT	Logistics Status
LOS	Line of Sight
LOTS	Logistics Over the Shore
LP	Listening Post
LPB	Logistics Preparation of the Battlefield
LPMED	Logistics Processor External – Medical Module
LRP	Logistics Release Point
LRU	Line Replaceable Unit
LT	Lieutenant
LSE	Logistics Support Element

LTO	Logistics Task Order
LTA	Local Training Area
LTC	Lieutenant Colonel
LZ	Landing Zone

- M -

MA	Marshalling Area
	Mortuary Affairs
MACOM	Major Army Command
MACP	Mortuary Affairs Collection Point
Maint	Maintenance
MAJ	Major
MAPEX	Map Exercise
MAS	Main Aid Station
mat	Materiel
MC	Movement Control
MC4	Medical Communications for Combat Casualty Care
MCA	Movement Control Agency
	Military Civil Action
MCL	Mission Configured Load
MCM	Multi-Capable Maintainer
MCO	Maintenance Control Office/Officer
	Movement Control Office/Officer
MCP	Maintenance Collection Point
MCS	Maneuver Control System
MCSR	Materiel Condition Status Report
MCT	Movement Control Team
MCX	Maneuver Coordination Exercise
Mech	Mechanized
MEDCOM	Medical Command
MEDEVAC	Medical Evacuation
MEDLOG-D	Medical Logistics-Division
MES	Medical Equipment Set
METL	Mission Essential Task List
METT-TC	Mission, Enemy, Terrain, Troops, Time Available, and Civilian Considerations
MG	Machine Gun
MH	Mental Health
MHE	Material Handling Equipment
MHZ	Megahertz
MI	Military Intelligence
MIA	Missing In Action
MIJI	Meaconing, Intrusion, Jamming, and Interference
MIL	Master Incident List
MILES	Multiple Integrated Laser Engagement Simulation
MILVAN	Military Van
Min	Minute
MKT	Mobile Kitchen Trailer
MLMC	Medical Logistics Management Center
MLRS	Multiple Launch Rocket System
mm	millimeter
MMC	Materiel Management Center
MMMB	Medical Materiel Management Branch
MOBPLAN	Mobilization Plan
MOC	Medical Operations Center
MOPP	Mission Oriented Protective Posture

MOS	Military Occupational Specialty
MOUT	Military Operations in Urban Terrain
MP	Military Police
MPL	Mandatory Parts List
MRE	Meal, Ready to Eat
MRM	Maintenance Reporting and Management
MRO	Materiel Release Order
MROCS	Materiel Release Order Control System
MSE	Mobile Subscriber Equipment
MS	Maneuver Support
MSR	Main Supply Route
MSRT	Mobile Secure Radio Telephone Terminal
	Mobile Subscriber Radio Telephone
MST	Maintenance Support Team
MTF	Medical Treatment Facility
MTW	Major Theater of War
MTMC	Military Traffic Management Command
MTOE	Modified Table of Organization and Equipment
MTP	Mission Training Plan
MTS	Movement Tracking System
MTV	Medium Tactical Vehicles
MWR	Morale, Welfare, and Recreation
MX	Mechanized
	Missile, Experimental

- N -

NAI	Named Area of Interest
NATO	North Atlantic Treaty Organization
NBC	Nuclear, Biological, Chemical
NC	Node Center
NCA	National Command Authority
NCO	Noncommissioned Officer
NCOIC	Noncommissioned Officer In Charge
NCS	Net Control Station
NEO	Non-Combatant Evacuation Order
NICP	National Inventory Control Point
NGO	Non Governmental Organization
NIMA	National Imagery and Mapping Agency
NLT	Not Later Than
NMC	Non-Mission Capable
NRP	Non-unit Replacement Personnel
NRT	Near Real Time
NRTS	Not Repairable This Station
NSL	Non-Stockage List
NSN	National Stock Number

- O -

OC	Observer Controller
OCIE	Organizational Clothing and Individual Equipment
OCOKA	Observation, Concealment and Cover, Obstacles, Key Terrain, and Avenues of Approach
OCONUS	Outside the Continental United States
OEG	Operational Exposure Guidance
OFS	Officer Foundation System

OIC	Officer In Charge
OP	Observation Post
OPCON	Operational Control
OPFOR	Opposing Forces
OPLAN	Operations Plan
OPLOGPLN	Operations Logistics Planner
OPORD	Operations Order
OPSEC	Operational Security
OPTEMPO	Operational Tempo
OR	Operational Readiness
Ord	Ordnance
ORF	Operational Readiness Float
ORGWON	Organization Work Order Number
OST	Order Ship Time

- P -

P	Package
PA	Physician Assistant
PAC	Personnel and Administrative Center
Pam	Pamphlet
PAO	Public Affairs Office/Officer
PASR	Personnel Accounting and Strength Reporting
PBO	Property Book Officer
PDF	Protective Defensive Fires
PDR	Personnel Deployment Roster
PERS	Personnel
PERSITREP	Personnel Situation Report
PERSTAT	Personnel Status Report
PEWS	Platoon Early Warning System
PIR	Priority Intelligence Requirements Personnel Information Roster
Pkg	Package
PL	Platoon Leader Phase Line
PLL	Prescribed Load List
PLS	Palletized Loading System
PLS-E	Palletized Loading System - Enhanced
Plt	Platoon
PM	Provost Marshall Program Manager Preventive Medicine
PMCS	Preventative Maintenance Checks and Services
PMCT	Port Movement Control Team
PMM	Preventive Medicine Measures
PMO	Provost Marshall Office
POC	Point of Contact
POD	Port of Debarkation
POL	Petroleum, Oil, and Lubricants
POM	Preparation for Overseas Movement Program Objective Memorandum
POV	Privately Owned Vehicle
PREPO	Pre-positioned
PSA	Port Support Activity
PSD	Personnel Service Detachment
PSG	Platoon Sergeant

PSI	Pounds per square inch
PSR	Personnel Status Report
PSS	Personnel Service Support
PSYOP	Psychological Operations
PUMA	Pocket Unit Maintenance Aid
PX	Post Exchange
PVO	Private Volunteer Organization
PZ	Pickup Zone

- Q -

QC	Quality Control
QM	Quartermaster
QRF	Quick Reaction Force

- R -

R & S	Reconnaissance and Surveillance
RAA	Redeployment Assembly Area
RACS	Request for Approval of Contract Support
RAOC	Rear Area Operations Center
RC	Reserve Component
RCPOC	Rear Command Post Operations Center
RDD	Required Delivery Date
RDF	Radio Direction Finding
RDS	Rounds
RECON	Reconnaissance
RETRANS	Retransmission
RES	Radiation Exposure Status
RF	Radio Frequency Reaction Force
RF/AIT	Radio Frequency/Automatic Identification Technology
RFID	Radio Frequency Identification Tag
ROC	Rear Operation Cell
ROE	Rules of Engagement
ROM	Refuel on the Move
RO/RO	Roll-On/Roll-Off
RP	Release Point
RS	Religious Support
RSO&I	Reception, Staging, Onward Movement, and Integration
RSOP	Redeployment Standing Operating Procedures
RSTA	Reconnaissance, Surveillance, Targeting and Acquisition
RSR	Required Supply Rate
RT	Radio Transmitter
RTD	Return To Duty
RTF	Regeneration Task Force
RWI	Radio Wire Integration
RWS	Remote Work Station
RX	Reparable Exchange

- S -

S & S	Supply and Services
S & T	Supply and Transport
S1	Adjutant / Personnel Officer
S2	Intelligence Officer

S2/S3	Intelligence and Operations Officer
S3	Operations and Training Officer
S4	Supply Officer
S6	Communication/Electronics Officer
SA	Situational Awareness Staging Area
SAAS-MOD	Standard Army Ammunition System – Modernized
SALUTE	Size, Activity, Location, Unit, Time, and Equipment
SAMS-1	Standard Army Maintenance System-1
SAMS-2	Standard Army Maintenance System-2
SASO	Support and Stability Operation
SARSS-1	Standard Army Retail Supply System - 1
SARSS-2	Standard Army Retail Supply System - 2
SARSS-O	Standard Army Retail Supply System - Objective
SATCOM	Satellite Communications
SATS	Standard Army Training System
SAW	Squad Automatic Weapon
SCPE	Simplified Collective Protective Equipment
SDO	Staff Duty Officer
SEAD	Suppression of Enemy Air Defense
SGT	Sergeant
SHELLREP	Shelling Report
SIDPERS	Standard Installation/Division Personnel System
SIGINT	Signal Intelligence
SIGSEC	Signal Security
SINCGARS	Single – Channel Ground and Airborne Radio System
SITMAP	Situation Map
SITREP	Situation Report
SJA	Staff Judge Advocate
SM	Service Member Soldier's Manual
SMCT	Soldier's Manuals Of Common Tasks
SMFT	Semi – Trailer Mounted Fabric Tank
SOI	Signal Operating Instructions
SOO	Support Operations Officer
SOP	Standing Operating Procedures
SP	Start Point
SPBS-R	Standard Property Book System - Redesign
SPO	Security, Plans, and Operations
SPOTREP	Spot Report
SPT OPS	Support Operations
SRC	Standard Requirement Code
SRP	Soldier Readiness Processing
SSA	Supply Support Activity
SSC	Small Scale Contingency
SSI	Signal Supplemental Instructions
STAFFEX	Staff Exercise
STAMIS	Standard Army Management Information System
STANAG	Standardization NATO Agreement
STB	Super Tropical Bleach
STE	Simplified Test Equipment
STON	Short Ton
STP	Soldier Training Publication
STRIKEWARN	Strike Warning of Friendly Nuclear Fire
STX	Situational Training Exercise
SU	Situational Understanding

SVCS

Services

- T -

T&EO	Training and Evaluation Outline
TAA	Tactical Assembly Area
TACAIR	Tactical Air
TACCS	Tactical Army Combat Service Support Computer System
	Tactical Airlift Control Center System
TACSAT	Tactical Satellite
TADSS	Training Aids, Devices, Simulators, and Simulations
TALCE	Tanker Airlift Control Element
TAMMIS – D	Theater Army Medical Management Information System - Division
TAMMS	The Army Maintenance Management System
TAT	To Accompany Troops
TAV	Total Asset Visibility
TB	Technical Bulletin
TC	Training Circular
	Tank Commander
TC-ACCIS	Transportation Coordinators' Automated Command and Control Information System
TC-AIMSII	Transportation Coordinator's – Automated Information for Movements Systems II
TCF	Tactical Combat Force
TCMD	Transportation Control and Movements Document
TCN	Transportation Control Number
TCP	Traffic Control Point
TDA	Table of Distribution and Allowances
TDD	Time Definite Delivery
TDY	Temporary Duty
TEWT	Tactical Exercise Without Troops
TEXMIS	Training Module Executive Management Information System
TF	Task Force
TFE	Tactical Field Exchange
TFM	Tactical Field Maintenance
TFSA	Task Force Support Area
TG	Trainer's Guide
TI	Tactical Internet
TIBS	Tactical Information Broadcast system
TIGER	Tactical Interactive Ground Equipment Repair
TM	Technical Manual
	Team
TMCA	Theater Movement Control Agency
TMDE	Test, Measurement, and Diagnostic Equipment
TMEP	Theater Mortuary Evacuation Point
TMIP	Theater Medical Information Program
TMT	Transportation Motor Transport
	Treatment Team
TMTC	Transportation Motor Transport Company
Tng	Training
TO	Task Order
TOC	Tactical Operations Center
TOCEX	Tactical Operations Center Exercise
TOE	Table of Organization and Equipment
TOW	Tube - launched, Optically Tracked, Wire - guided
TPN	Tactical Packet Network
TPS	Tactical Personnel System

TPU	Troop Program Unit
TRADOC	(US Army) Training and Doctrine Command
Trans	Transportation
TRI-TAC	Tri-Services Communications
TRP	Target Reference Point
TSB	Theater Staging Base
TSC	Theater Support Command
TSOP	Tactical Standing Operating Procedures
TTP	Tactics, Techniques, and Procedures
TWV	Tactical Wheeled Vehicles
- U -	
UAA	Unit Assembly Area
UBL	Unit Basic Load
UCL	Unit Configured Load
UCMJ	Uniform Code of Military Justice
UGR – A	Unitized Group Ration - A
UIC	Unit Identification Code
ULC	Unit Level Computer
	Underwriter's Laboratory Code
ULLS-A	Unit Level Logistics System-Air
ULLS-G	Unit Level Logistics System-Ground
ULLS-S4	Unit Level Logistics System-S4
UMA	Unit Marshalling Area
UMC	Unit Movement Coordinator
	Unit Movement Code
UMCP	Unit Maintenance Collection Point
UMD	Unit Movement Data
UMO	Unit Movement Officer
UMT	Unit Ministry Team
UPW	Unit Proficiency Worksheet
USACASCOM	United States Army Combined Arms Support Command
USAR	United States Army Reserve
USCS	United States Custom Service
USDA	United States Department of Agriculture
USR	Unit Status Report
UTO	Unit Task Organization
- V -	
VHF	Very High Frequency
VM	Velocity Management
- W -	
WARNO	Warning Order
WIA	Wounded in Action
wpn	weapon
WSM	Weapon System Manager
WSRO	Weapon System Replacement Operations
WWMCCS	Worldwide Military Command and Control System
- X -	
XO	Executive Officer

REFERENCES

Primary Publications

Army Regulations

AR 25-1	The Army Information Resources Management Program
AR 27-10	Military Justice
AR 30-21	The Army Field Feeding System
AR 190-13	The Army Physical Security Program
AR 220-1	Unit Status Reporting
AR 220-10	Preparation for Oversea Movement of Units (POM)
AR 350-1	Army Training
AR 380-5	Department of the Army Information Security Program
AR 385-10	The Army Safety
AR 380-15	Safeguarding Classified NATO Information
AR 530-1	Operations Security
AR 614-185	Requisitions and Assignment Instructions for Officers
AR 614-200	Selection of Enlisted Soldiers for Training and Assignment
AR 710-2	Inventory Management Supply Policy Below the Wholesale Level (This Item is on EM 0001)
AR 710-3	Asset Transaction Reporting System
AR 725-50	Requisitioning, Receipt, and Issue System
AR 750-1	Army Materiel Maintenance Policy and Retail Maintenance Operations

Department of Army Pamphlets

DA Pam 25-30	A Leader's Guide to Company Training Meetings
DA Pam 600-8-1	SIDPERS Battalion S1 Level Procedures
DA Pam 600-8-2	Standard Installation/Division Personnel System (SIDPERS) Personnel Service Center Level Procedures
DA Pam 600-8-20	SIDPERS Handbook for Commanders
DA Pam 710-2-2	Supply Support Activity Supply System: Manual Procedures

Field Manuals

FM 3-0	Operations
FM 3-3	NBC Contamination Avoidance
FM 3-4	NBC Protection
FM 3-5	NBC Decontamination
FM 3-19.30	Physical Security
FM 3-100	NBC Operations
FM 4-30.3	Maintenance Operations and Procedures
FM 4-30.13	Ammunition Handbook: Tactics, Techniques, and Procedures for New Missions Handlers
FM 6-22.5	Combat Stress
FM 8-10	Health Service Support in a Theater of Operations. 01 March 1991.
FM 8-10-1	The Medical Company Tactics, Techniques, and Procedures
FM 8-10-6	Medical Evacuation in a Theater of Operations, Tactics, Techniques and Procedures
FM 8-55	Planning for Health Service Support
FM 9-6	Munitions Support in Theater of Operations

FM 9-43-2	Recovery and Battlefield Damage Assessment and Repair
FM 10-1	Quartermaster Principles
FM 10-115	Quartermaster Water Units
FM 10-15	Basic Doctrine Manual for Supply and Storage
FM 10-16	General Fabric Repair
FM 10-27	General Supply in a Theater of Operations
FM 10-52	Water Supply in Theaters of Operations
FM 10-64	Mortuary Affairs Operations
FM 10-67-1	Concepts and Equipment of Petroleum Operations
FM 10-67-2	Petroleum Laboratory Testing and Operations
FM 10-500-2	Airdrop Support Operations in a Theater of Operations
FM 11-72	Communications-Electronics Fundamentals: Digital Computers
FM 12-6	Personnel Doctrine
FM 16-1	Religious Support Doctrine: The Chaplain and Chaplain Assistant
FM 21-31	Topographic Symbols
FM 22-51	Leaders' Manual for Combat Stress Control
FM 24-16	Communications-Electronics: Operations, Orders, Records, and Reports
FM 24-18	Tactical Single-Channel Radio Communications Techniques
FM 24-22	Communications - Electronics Management System (CEMS)
FM 24-33	Communications Techniques Electronic Counter-Countermeasures
FM 24-35	(O) Signal Operation Instructions (SOI)
FM 24-35-1	Signal Supplemental Instructions
FM 34-1	Intelligence and Electronic Warfare Operations
FM 34-3	Intelligence Analysis
FM 34-10	Division Intelligence and Electronic Warfare Operations
FM 34-60	Counterintelligence
FM 34-80	Electronic Warfare Operations
FM 34-130	Intelligence Preparation of the Battlefield
FM 41-10	Civil Affairs Operations
FM 42-414	Tactics, Techniques, and Procedures for Quartermaster Field Service Company, Direct Support
FM 55-1	Transportation Operations
FM 55-10	Movement Control
FM 55-15	Transportation Reference Data
FM 55-30	Army Motor Transport Units and Operations
FM 55-60	Army Terminal Operations
FM 55-65	Strategic Deployment by Surface Transportation
FM 63-2	Division Support Command Armor, Infantry, and Mechanized Infantry Divisions
FM 63-2-1	Division Support Command Light Infantry, Airborne, and Air Assault Divisions
FM 63-2-2	Combat Service Support Operations: Digitized Division
FM 63-20-1	Forward Support Battalion (Digitized)
FM 63-21-1	Division Support Battalion (Digitized)
FM 63-23-2	Division Aviation Support Battalion (Digitized)
FM 63-3	CSS Corps Support Command
FM 100-9	Reconstitution
FM 100-10	Combat Service Support

FM 100-15	Corps Operations
FM 100-17	Mobilization, Deployment, Redeployment, Demobilization
FM 101-5	Staff Organization and Operations
FM 101-5-1	Operational Terms and Symbols (MCRP 5-2A)

Joint Publications

DOD Directive 4500.9-R	Defense Transportation Regulation - Part II, Mobility
------------------------	---

Other Product Types

OPLOGPLAN	Operations Logistics Planner
TO&E 63002F000	Headquarters, Division Support Command, Digitized Division

Related Publications**Field Manuals**

FM 1	The Army
FM 10-67	Petroleum Supply in Theaters of Operations
FM 19-10	Military Police Law and Order Operations
FM 55-1	Army Transportation Services in a Theater of Operations
FM 71-100	Armored and Mechanized Division Operations
FM 100-10-1	Theater Distribution
TC 24-20	Tactical Wire and Cable Techniques

D. Do not know or do not have an opinion.

7. How easy is this product to use compared to other training products?

A. More difficult

B. Easier

C. About the same

D. Do not know or do not have an opinion

8. What part of the MTP was least useful?

A. Chapter 1, Unit Training

B. Chapter 2, Training Matrix

C. Chapter 3, Mission Outlines

D. Chapter 4, Training Exercises

E. Chapter 5, Training and Evaluation Outlines

F. Chapter 6, External Evaluation

G. Do not know or do not have an opinion

9. What part of the MTP was most useful?

A. Chapter 1, Unit Training

B. Chapter 2, Training Matrix

C. Chapter 3, Mission Outlines.

D. Chapter 4, Training Exercises

E. Chapter 5, Training and Evaluation Outlines

F. Chapter 6, External Evaluation

G. Do not know or do not have an opinion

10. What chapter of the MTP was the most difficult to understand?

A. Chapter 1, Unit Training

B. Chapter 2, Training Matrix

C. Chapter 3, Mission Outlines

D. Chapter 4, Training Exercises

E. Chapter 5, Training and Evaluation Outlines

F. Chapter 6, External Evaluation

G. Do not know or do not have an opinion

11. What was the easiest part of the MTP to understand?

A. Chapter 1, Unit Training

B. Chapter 2, Training Matrix

C. Chapter 3, Mission Outlines

D. Chapter 4, Training Exercises

E. Chapter 5, Training and Evaluation Outlines

F. Chapter 6, External Evaluation

G. Do not know or do not have an opinion

THE FOLLOWING QUESTIONS PERTAIN TO THE TRAINING EXERCISES
(STX AND FTX).

12. The exercises are designed to prepare the unit to accomplish its wartime mission. In your opinion, how well did they fulfill their intended purpose?

A. They did not prepare the unit at all.

B. They helped, but only provided 20% or less of my unit's training requirements.

C. They helped, but only provided 21% to 50% of my unit's training requirements.

D. They helped, but only provided 51% to 80% of my unit's training requirements.

E. They provided 81% or more of my unit's training requirements.

13. Would you recommend that any STX or TX be added or deleted from the MTP (specify FTX or STX)?

14. What was the greatest problem you experienced with the exercises?

A. Too many pages.

B. Hard to read and understand

C. Needs more illustrations.

D. Needs more information on how to set up the exercises.

E. Needs more information on leader training

F. Needs more information on how to conduct the exercises

G. Needs more information on support and resources.

H. Needs more information on normally attached elements.

I. Does not interface well with other training products, such as battle drills.

J. Do not know or have no opinion.

15. What was the second greatest problem you experienced with the exercises?

A. Too many pages

B. Hard to read and understand.

C. Needs more illustrations

D. Needs more information on how to set up the exercises

E. Needs more information on leader training.

F. Needs more information on how to conduct the exercises.

G. Needs more information on support and resources.

H. Needs more information on normally attached elements.

I. Does not interface well with other training products, such as battle drills.

J. Do not know or have no opinion.

16. How many STX's or FTX's have you trained or participated in personally?

THE FOLLOWING QUESTIONS APPLY TO CHAPTERS 5 AND 6 OF THE MTP.

17. What changes would you make to Chapter 5, Training and Evaluation Outlines?

A. Leave it out altogether.

B. Clarify how to use this chapter with the training exercises.

C. Clarify how to use this chapter with the external evaluation.

D. The performance measures are too detailed.

E. The performance measures are not detailed enough.

F. The performance measures do not adequately address those elements that are normally attached in wartime.

G. Do not change, chapter is fine.

H. Do not know or have no opinion.

18. What changes would you make to this Chapter 6, External Evaluation?

A. Leave it out altogether.

B. Clarify how to use this chapter with the training exercises.

C. Clarify how to use this chapter with the external evaluation.

D. The performance measures are too detailed.

E. The performance measures are not detailed enough.

F. The performance measures do not adequately address those elements that are normally attached in wartime.

G. Do not change, chapter is fine.

H. Do not know or have no opinion.

19. Additional Comments:

**ARTEP 63-02F-MTP
1 OCTOBER 2002**

By Order of the Secretary of the Army:

ERIC K. SHINSEKI
General, United States Army
Chief of Staff

Official:



JOEL B. HUDSON
Administrative Assistant to the
Secretary of the Army
0225523

DISTRIBUTION:

Active Army, Army National Guard, and US Army Reserve: To be distributed in accordance with the initial distribution number 121656, requirements for ARTEP 63-02F-MTP.

PIN: 077710-000