

Battle Staff NCO

Review

***NCO Tactical Command
Post SOP***

Battalion / Brigade



Command Post Operations

Issue: 08-04

FOREWORD



This edition addresses duties and responsibilities of the staff NCOs in the command post during tactical operations. There is no real document that outlines the responsibilities of a staff NCO during tactical operations other than the unit SOP and FM 71-100-2. This pamphlet will give some detailed information based off of other unit standard operating procedures (SOPs). This pamphlet was designed to assist the staff officer and NCOs in the development of a new unit TOCSOP.

This pamphlet doesn't presume to tell Army leaders exactly how they should perform specific tasks nor is it a doctrinal document. This document was designed for the Staff NCO and NCOs at all unit levels. The intent of this publication is to share knowledge and information from recent Warfighters (WFXs) and Mission Readiness Exercises (MREs).

Hopefully a few officers, NCOs and soldiers will take the time to read this and learn from some past CTC rotations and their experiences. We as NCOs at the Battle Command Training program (BCTP) ask that you help get these recommendations out to your soldiers and units. Include this into your home-station training.

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Writing and Implementing Your NCOs Into Your TOCSOP

*You can't operate your command post without NCOs and NCOs can't operate the TOC without their officer counterparts.
"Keep it IAW doctrine and simple".*

By SGM (R) Patrick Castin

Does your SOP explain the duties and responsibilities of all soldiers and NCOs?

Does it cover the duties and responsibilities of staff NCOs and soldiers? Most TOCSOPs do a great job of describing duties of key officers or staff sections, but doesn't go into enough detail of listing the duties and responsibilities of the NCOs and soldiers. A newly-assigned battle staff NCO or radio operator should be able to pick up the TOCSOP, read it and understand what his or her responsibilities are within that TOC. This will help lessen the time required to train that person to perform assigned duties. The military lives and dies by its standard operating procedures (SOPs). An observation by NCO observer controllers during warfighter exercises is that units don't have adequate number of SOPs throughout the command posts. Most TOCs will have one to two copies of the SOP. Most of your slice elements either OPCON or attached do not know the standard operating procedures of the staff. In many cases NCOs, officers and soldiers seldom read the entire SOP. NCOs seldom get involved in re-validating the SOP. In some cases this is solely validated by officers and not so much the staff NCOs. Many SOPs are well written but lack what the NCOs are to accomplish within the command post. To help take some of the mystery out of writing an SOP, this chapter will provide an overview and some guidelines to writing effective, flexible SOPs, both as a primer for the beginner and a refresher for the old hand and give some helpful hints in regards to what NCOs need to do during TOC operations.



Follow the basic rules for TOC personnel duties and responsibilities

The success of the command post is based off of many things not just a well written SOP, but to make the command post function better based off of the SOP, use the following rules: In addition to the sections described above, all SOPs should include the name of the author or authors and the signatures of reviewers and approvers (commander) on the first page of the SOP, along with title, date, number of pages and revision number. It's particularly important to add soldiers (RTO's) and NCOs (All NCOs) duties and responsibilities into the SOP. These duties and responsibilities should be detailed enough to adequately define the task of each soldier/NCO. When the BOS chief duties are defined, the NCOs duties should follow in the same paragraph or subparagraph. The soldiers / NCO duties can be structured as: 1) Purpose; 2) Scope; 3) Responsibility; 4) Frequency; 5) Procedure; and changes to procedures. Define the responsibilities of the NCOs between the forward CP and the MAIN CP. The SOP should be a document that can be picked up, read, and understood down to the lowest level private. If I am the new fire support NCOIC, that NCO should be able to enter the TOC, pick up the unit SOP and read his or her duties as outlined in the SOP and be able to perform the TOC functions as a fire support NCO.

How long should an SOP be?

There are many styles of SOPs. Some commanders prefer extremely detailed SOPs that leave nothing to chance, while others prefer short SOPs that define the task in less detail but are easier to read and to follow. I generally prefer shorter SOPs; since they make for a more smoothly run operations. If you are writing your platoon SOP you don't need a SOP that is so big you have to store them in a footlocker. A platoon or company SOP should be big enough to fit in your cargo pocket. A typical company might have hundreds or even thousands of SOPs, with a hundred or more just for the garrison operations and its related functions. Shorter SOPs make training easier and allow for dynamic use of those SOPs, since they do not confine the user to extremely specific procedures. There are two basic ways to format an SOP: free-form and military style. The free-form uses headings under which paragraphs are written. The military style uses a numbering system for sections and paragraphs. I prefer the military style, as in this style any particular section is easy to reference and easy to find by its number.

NCOs validating your specific areas of the SOP.

All staff NCOs and officers should be encouraged to initiate changes or revisions to existing policies and procedure that affect their area of responsibility. Keeping the SOP current and up-to-date and will ensure the TOC functions smoothly. Get your NCOs involved in validating the SOP.

After each Field Training Exercise (FTX) the staff to include the SGM/CSMs should review the SOP. If changes are to be implemented recommend the changes. The SOP is a working document. A new change should be published if specific areas of the SOP are to change. If the SOP is drastically changed, a new SOP should be issued. The revised SOP should undergo the same approval process as the initial SOP and should be assigned a new revision number level to indicate that it supersedes the prior SOP. Reading the entire SOP is basically the same as validating the SOP or validating an individual. All soldiers should be required to read the entire SOP.

Many unit commanders/ISG have a inprocessing checklist for new soldiers which has an area to be initialed by the commander that the soldier read the company policies / SOP.

Authorized versions and references

For each type of topic, such as a procedure as outlined in the SOP e.g. filling out a journal, there should be a list of "Approved manual / regulations (Journals IAW AR 220-15)." These are authorized doctrinal manuals approved by the department of the Army containing the current version of documents contained in that manual, including methods and procedures. Only the current version of each document should be in use. Previous revisions of the SOP should be archived for reference purposes and for historical tracking of changes over time. Upon approval of a new document or new version of an existing SOP, it should be issued by a centralized originator; this person is normally the person who spent weeks rewriting or re-validating the SOP. All staff section and slice elements will be notified. The previous version is then returned to the originator, who will issue a receipt for its return. These steps will assure that only current documents are in use and that all previous revisions of documents / SOPs have been taken out of circulation. Don't wait to issue the new SOP while the ENG BOS is showing up for a FTX. Recommendation: implement your SOP into your Tactical WEB page. Changes can be made approved and posted without making paper copies. A simple e-mail can be sent notifying everyone that a change has been made.

Get it right the first time

Regardless of style, length, language or method of distribution, it is important to note that any SOP, once written and approved, must be followed as written. It is much more difficult to change an approved SOP than it is to write it correctly the first time. Remember, it's your SOP; write it the way you want, but once you have it written and approved, it must be followed without deviation.



NCOs Lead by Example

An NCO must lead by example and train his soldiers to a high level of proficiency and readiness in their team skills. An NCO's job is to get things done without having to be told first by a commissioned officer. The NCO must think ahead at all times and not just sit and wait for things to happen. The team leader must know the squad leader's job and the squad leader must know the platoon sergeant's job and soon up the NCO channel. They must also know the jobs of those soldiers under them. A good NCO must know his or her job and know it well. It is essential that all NCOs read and study FM 7-22.7 The Army Noncommissioned Officers Guide, and FM 7-0 Training the Force. It's also critical they learn from the experienced senior NCOs and leaders in their units. Many soldiers have the natural ability to be good leaders; most soldiers have to learn by constantly working on improving their leadership skills. It's critical they learn from the experienced senior NCOs and leaders in their units. The NCO develops there leadership abilities and style by studying and applying both strengths and weaknesses of their leaders. It won't happen overnight, but it takes constant dedication and work.



NCO Duties and Responsibilities

CHAPTER 2

NCO Duties and Responsibilities.

1. This chapter is to outline and standardize the duties and responsibilities of the staff NCOs within the Tactical Command Post (TAC CP), Tactical Operations Center (TOC), and the Administrative Logistical Operations Center (ALOC)/Command Tactical Command Post (CTCP).

2. **Responsibilities.** The responsibilities of the members of the command and control organization are outlined below.

Section I. Command Sergeant Major

1. **Command Sergeant Major (CSM):** The CSM is the most experienced enlisted member of the battalion and to limit his or her duties and responsibilities to routine matters associated with garrison operations does not take full advantage of their background, experience, rank, or position. The Command Sergeant Major is the "ramrod" of the squadron / battalion. He or she makes sure things happen. They ensure the soldiers of the squadron / battalion are properly trained and are being looked after. They advise the battalion / squadron commander on unit logistics, welfare, discipline matters and trains the First Sergeants. **The CSM location on the battlefield is where the commander best sees his expertise. He is the consummate role model for every soldier and NCO in the unit.**

- (a) The CSM uses his or her influence with other NCOs on proper dress, conduct, and discipline. They absorb themselves in the training and maintenance effort. They inspect and reinspects.
- (b) They double-check the combat load the soldier will pack and carry to war. They eyeball soldiers in their deployment uniforms, making sure that standards are met.
- (c) The CSM talks to soldiers at every opportunity. He or she gauges their progress through the train-up, with emphasis on individual training.
- (d) Once the task force moves to the field, the CSM needs to be mobile and visit every unit he can. A radio-equipped HMMWV with driver is a necessity. The CSM may consider available helicopter support. The distances he or she travels are vast and time consuming in wheeled vehicles.
- (e) The CSM will attend staff mission analysis briefs to gain insight into the commander's guidance and attain sufficient situational awareness to influence actions before the warning order is issued.
- (f) Recommend the CSM participate in the CSS planning.
- (g) Monitors the defense of the units and command posts, is familiar with all phases of war, and is a master of the basic soldier fighting skills.
- (h) Monitors the timely, effective and dignified evacuation of casualties. Ensures that the wounded soldier's weapons, equipment and personal effects are secured and marked.
- (i) Ensures EPWs are searched, segregated, fed, and cared for properly before turning them over to the proper authority.

- (j) The CSM spot checks Class I delivery to all soldiers (to include water and ice); personal appearance and hygiene; vehicle maintenance; morale and esprit; injuries and hospitalized soldiers; police of command post areas; safety.
- (k) The CSM should attend after-action reviews to find out how the units are doing. Then he should talk to his first sergeants about corrective action for deficient areas.
- (l) The CSM needs to be where the action is; that may not necessarily be the battlefield. His or her sixth sense should tell them where to focus their efforts: to start a fire or put one out.
- (m) Once the field training is over, he or she needs to concentrate fully on clearing the range areas within his or her responsibility. This is no easy job. It needs planning and full supervision.
- (n) Hold first sergeants or sergeants major call to pass on information and instructions. CSM will have routine meetings at the LRPs.
- (o) Take a good hard look at the CASEVAC plans.
- (p) Knows how the FSO's fire plan covers each company you visit. Check with the company FO to make sure he knows it.
- (q) Check on how the Class IV/V will get to your location.
- (r) The CSM should read the S-3, S-2s and FSO logs as often as possible. Make sure that clear reports are being sent to the TOC. A double check to ensure acceptable standards of information management.
- (s) Assembly area activities.
- (t) Advising the commander on the health, welfare, and morale of soldiers.
- (u) Risk management at all levels.
- (v) Reception, staging, onward movement, and integration (RSOI) activities.
- (w) Attending and providing recommendations at orders group planning sessions, orders briefs, and rehearsals.
- (x) Assist in reception of visitors to the command.
- (y) Provide advice and make recommendations to the commander and staff on all matters pertaining to the mission, enlisted personnel and their families.

2. Critical sites

- (a) Most would generally agree that some of the more critical sites on the battlefield where the CSM can provide support to the unit and influence the action are as follows:
 - Company/team assembly areas (AA)
 - Task force support areas (TFSA)
 - Battalion aid stations (BAS)
 - Ambulance exchange points (AXP)
 - Logistics release points (LRP)
 - Defensive battle positions (BP)

Section II. Operations Sergeant Major (SGM)

1. **SGM.** The SGM will supervise and focus his/her responsibilities on three (3) areas: the control of the Tactical Assault Command post (TAC CP), Rear CP and the Tactical Command Post (TOC). During tactical operations the SGM will remain with the tactical command post until the TOC jumps to a new location. The SGM is the senior NCO in charge.
2. A brief description of the SGM duties and responsibilities of the command and control and organization are outlined below.
 - (a) The Operations Sergeant Major is the overall NCOIC of TOC operations.
 - (b) Responsible for accountability and maintenance of the Assault CP and TAC equipment and vehicle. Supervises precombat checks and precombat inspections (PCIs / PCCs).
 - (c) Deploys with the assault element as the operations sergeant major during tactical jumps.
 - (d) Monitors and records messages and operational overlays in the TOC.
 - (e) Assists the Battle Captain in all his duties.
 - (f) Responsible for coordinating and briefing displacement (jump TOC) procedures and quartering party activities.
 - (g) Perform duties and responsibilities as operations sergeant/battle staff noncommissioned officer for the TAC when operational.
 - (h) Responsible for assigning NCO on day/night shift.
 - (i) Assist the battle captain with rehearsals and execution of actual battle drills.
 - (j) Assist and supervises NCOs in the MDMP.
 - (k) Know where key people sleep (CDR, CSM, XO, key staff members) and know the time or critical situation that requires them to be awakened. Tracks locations of all key leaders.
 - (l) Monitor situations. Ensure communications is maintained with attached, subordinate, adjacent units and higher headquarters.
 - (m) Supervises the TOC security plan.
 - (m) Determines the appropriate configuration and placement of the TOC and all supporting vehicles during setup. He or she supervises control over both the exterior and interior organization of the TOC to include personnel, vehicles, and tents.
 - (n) The OPS SGM will ensure PCC/PCIs are conducted before any tactical / deployment is conducted.
 - (o) The SGM must ensure all information within the TOC (coming and going) is being disseminated properly and in a timely manner from each slice element and to subordinate units.
 - (p) The SGM will maintain copies or CDs of all military manuals and Army regulations that are unique to the command post and unit.
 - (q) The SGM will monitor and supervise the TOC information management
 - Distribution of messages and reports
 - Maps, graphics, and overlays (IAW FM 3-25.6 and FM 101-5-1

- FRAGO control and distribution
 - Journals/journal files IAW AR 220-15
 - Record for information (RFI's)
 - Battle tracking
 - Information flow
 - Conducting NCO huddles/meetings with NCO
- (r) Conducts quality control with all staff sections, ensuring everyone is the same.
- (s) Insures his or her personnel assigned attend the battle staff course.

Section III. S-3 NCOIC

1. **NCOIC.** The NCOIC will work directly for the SGM, S-3, XO and battle captain. His or her duties will, in some cases may be the same as the OPS SGM. Both NCOs will manage a shift. The NCOIC will supervise all staff section NCOICs, primarily the S-3 staff NCOs and soldiers.

2. The S-3 NCOIC will ensure and conduct the following staff functions:

- (a) Supervises TOC operations and enforces all TOC SOPs.
- (b) Responsible for training the enlisted personnel in TOC operations.
- (c) Ensures proper distribution of reports and messages through out the TOC.
- (d) Supervise and ensure the slice elements maintains operation map and combat status charts.
- (e) Supervises maintenance and administration of the TOC in conjunction with the OIC/SGM.
- (f) Ensures all TOC vehicles, radios, and generators are serviced and maintained properly.
- (g) Supervises TOC personnel in set-up/tear-down upon displacement.
- (h) Ensures all slice element NCOs maintains operational journal (1594) analog or digital.
- (i) Coordinates CL I, III, IV, and V support for the TAC.
- (j) Coordinates with company XO for maintenance support.
- (k) Establish and post shift schedule.
- (l) Inspect section fighting positions/range cards.
- (m) Coordinate section's logistical package (LOGPAC) / resupply.
- (n) Inspect and enforce performance of common tasks, preventative, maintenance check and services (PMCS), and hygiene.
- (o) Inspect and enforce readiness condition (REDCON) and mission oriented protective posture (MOPP) levels.
- (p) Coordinate local security and ensure it is accomplished during each shift. Maintain personnel and equipment accountability and status.
- (q) Track requests for information (RFI) and maintain accountability of TOC documents.

- (r) Ensures the battle NCO/slice element NCOs post locations of friendly units and enemy contacts.
- (s) Briefs the SGM/S-3/XO on current maintenance status of equipment.
- (t) Assist in the MDMP.
- (u) Rehearse Immediate Actions with all slice elements.
- (v) Establishes and maintains the TOC and Briefing/Planning area.
- (w) Prepare area for rehearsals. Coordinate rehearsals, ensures sand table equipment is accounted for and supervises setting up terrain board.
- (x) CINC briefings. Responsible for setup, control, and administrative support.
- (y) Ensures all communications are operational.

Section IV. Battle NCO

1. **Battle NCO.** The battle NCO and battle CPT will work together and understand both of each other duties. The battle NCO will prepare formal reports for higher headquarters, supervises the TOC personnel in their duties, and supervises TOC security, maintenance, communications, police, and administration. He briefs incoming personnel at shift change to ensure continuity for all TOC elements. Finally, he or she maintains the current SOI / COP information. The NBC NCO may be used as an alternate battle NCO.

2. The battle NCO / COP NCO will conduct the following:

- (a) To successfully conduct their duties and responsibilities, the battle NCO must have access to, and an understanding of the following: The battle NCO will maintain unit and higher HQ SOPs, All current OPLAN, OPORD, and FRAGO issues by his unit and his higher headquarters. Current battle execution aides, i.e, synchronization matrices, execution checklists, execution matrices, OPSCHEDs, common operating picture (COP) and etc., to track current operations.
- (b) The battle NCO will work directly for the battle captain and SGM/NCOIC.
- (c) The battle NCO will supervise the RTOs (IAW RTO duties as listed in the SOP).
- (d) Ensuring reports and messages are distributed properly.
- (e) Updating Unit Statuses on maps and charts.
- (f) Supervising the publication of orders and graphics.
- (g) Supervising the setting up and dismantling of the TOC.
- (h) Supervising all enlisted personnel assigned to the S3 section.
- (i) Managing staff, sleep plans, and shift schedules.
- (j) Assisting in Developing and War gaming during the MDMP.
- (k) Enforce TOC Rules.
- (l) Supervise Freq Changes.

- (m) **KEEP THE BATTLE CAPTAIN OUT OF TROUBLE!**
- (n) Keep the battle captain updated at all times and manages the information flow process.
- (o) Maintaining and filing staff journals (analog or digital).
- (p) Reports all critical information to higher hqs (IAW SOP).
- (q) Maintains and updates all friendly, enemy, and graphic control measures.
- (r) Controls the information flow within the TOC. Knows the system and procedures.
- (s) Prepared to brief and update the commander and staff at all times.
- (t) Manages all time lines IAW the battle rhythm.
- (u) Tracks critical situations, continually updates the battle captain.
- (v) Manages the common operating picture (COP).

Section V. S-3 Plans NCO

1. **S-3 plans NCO.** The ability of the squadron / battalion to plan for future operations is heavily dependent on the S-3 Plans noncommissioned officer's (NCO) actions in support of the military decision-making process (MDMP). During a mission or exercise, the majority of the squadron / battalion staff and assets concentrate on current operations. The plans section must coordinate with multiple sources to conduct the preparation of the battlefield that will drive the majority of the MDMP for future operations. Throughout this process, the plans NCOs act as a hub, pulling in information and other products, advising the battle staff during war gaming. In the era of "doing more with less," the Plans NCOs must be able to autonomously conduct their missions with a minimal amount of guidance.

2. The plans NCO will execute the following tasks:

- (a) **Read MDMP section in** chapter 4. This will outline some of your duties during the planning stage
- (b) Prepare tools and references, "such as ensuring that all of the basic references and adequate supplies of acetate, pens, and unit symbols are on hand to support the planners.
- (c) Additional tasks for the plans NCOs early in the MDMP include the creation of computer briefing slides depicting map coverage of the area, order of battle charts, committed and reinforcing forces, probable enemy courses of action (ECOAs), and other products to support the mission analysis briefing. These must be easily interpreted by the staff, and subordinate units.
- (d) Plans NCOs must anticipate what products will contribute to the MDMP, if you don't know ask.
- (e) An important example is to coordinate with the brigade terrain detachment if possible to begin the production of topographic products such as the modified combined obstacle overlay (MCOO), elevation and slope tints, bridge classification overlays, and line-of-sight overlays.

- (f) The Plans NCO serves as a coordinator.
- (g) Preparing the event template.
- (h) Refining COA sketches and other briefing slides.
- (i) Determining force ratios.
- (j) Develop and gathers target numbers and arrays.
- (k) Detailed note taking when given instructions.
- (l) Assist in shaping the synchronization matrix.
- (m) Writing requests for information (RFIs) and disseminating information. Control the RFI process and disseminating the information once it's answered.
- (n) Researching enemy / friendly capabilities and doctrine if required.
- (o) Generally aiding the Plans Officer with the friendly / enemy battlefield development.
- (p) During the COA situational development process, the Plans NCOs assist the plans officers with its appendices and collection plan development.
- (q) Scheduling, turn-in procedures, formatting, and content verification are all functions accomplished primarily by the NCOs.
- (r) To keep the MDMP moving smoothly and to allow the plans officers to concentrate on their jobs, plans NCOs must anticipate needs, be proactive in accomplishing tasks and react to unexpected requirements as they arise.

S-3 Plans NCO	<input type="checkbox"/> Write/Consolidate WARNO #1 <input type="checkbox"/> Assist S3 Planner	<input type="checkbox"/> Identify risks to the force and risks to the mission <input type="checkbox"/> Write/Consolidate WARNO #2 <input type="checkbox"/> Assist S3 Planner	<input type="checkbox"/> Refine risks to the force and risks to the mission <input type="checkbox"/> Begin writing WARNO #3 <input type="checkbox"/> Assist S3 Planner	<input type="checkbox"/> Write/Consolidat e WARNO #3 <input type="checkbox"/> Assist S3 Planner
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Section VI. NCO LNO Procedures and Responsibilities

1. **NCO liaison duties.** The Squadron establishes liaison between the brigade and division headquarters (MAIN) IAW OPORD) and specific appendices and annexes - TF FSOP. The squadron / battalion are capable of manning one LO team at TFE HQ conducting 24-hour operations. In certain circumstances, the team may be split to accomplish liaison with the parent unit or other units for limited amounts of time. Splitting the team decreases the ability to perform 24-hour operations. Liaison is the contact of intercommunication maintained between elements of military forces to ensure mutual understanding and unity of purpose. Liaison's purpose is to facilitate this intercommunication. It ensures senior commanders remain aware of the tactical situation by providing exceptional, CCIR, or routine information, verification of information, clarification of questions, and under exceptional conditions, courier service.

2. NCO LNO duties are as follows:

3. Composition of personnel and equipment. (IAW TO&E authorized equipmentment).

(a) Personnel

- 2 X Officers/NCOs (LT/CPT/SFC/MSG)
- 2 X Enlisted drivers/RTOs (E4/E5)

(b) Automation

- 1 Computer provided by G6

(c) Security Clearance

- Courier Orders
- Any other pertinent orders or documents as prescribed by the commander

(d) Equipment.

- 1 or 2 X HMMMV
- 2 X Crew Tents
- 2 X OA-254 Antennas
- 4 X SINGARS Radios
- 4 X PVS-7B
- 2 X PLGR/GPS
- 2 X DNVT
- 4 X Cots
- Personal weapon, field gear and equipment
- Weapons and ammunition for personal protection (as required).

(e) Materials.

- TACSOP/SOI/OPLAN/OPORD of parent unit. (TACSOP / TOCSOP)
- DA Forms 1594
- Overlay-making material.
- Maps of the Area of Operations.
- TACSOP/SOI/OPLAN/OPORD of receiving unit.

4. **Responsibilities.**

(a) Respect the receiving unit's procedures and customs.

(b) Know the names and duty positions of the principle points of contact on the receiving unit's staff.

(c) Observe established channels of command and staff functions.

(d) Have a sound knowledge of tactics. Understand doctrinal terms and graphical symbols.

- (e) Possess tact.
- (f) Always be on time, prepared to execute LNO duties.
- (g) The unit headquarters receiving the LNO team or individual is responsible for:
 - Providing the sending unit with the LNO's reporting time, place, POC, recognition signal, and password.
 - Providing details of any tactical, movement, or logistical information relevant to the LNO's mission.
 - Providing access to communications equipment as necessary.
 - Providing administrative support, life support, maintenance, POL, and common supplies as needed.

5. **Actions before departure from sending unit.** LNO teams or individuals perform the following tasks prior to departure from their parent headquarters:

- (a) Determine what tasks the commander and executive officer want the LNO to perform at the receiving unit.
- (b) Become familiar with their unit's mission, situation, commander's intent, and combat status.
- (c) Become familiar with the receiving unit's mission.
- (d) Check all staff sections for information to forward to higher or adjacent headquarters.
- (e) Note any task organization changes.
- (f) Obtain written copies of FRAGOs, WOs, contingency plans, and OPLANs (when available).
- (g) Obtain a map with current operations overlay.
- (h) Ensure the arrangements for communications, transportation and other types of support are adequate.
- (i) Obtain phone numbers, secure fills, radio frequencies, challenge and passwords.
- (j) Obtain credentials as necessary (verification of security clearance, TOC passes, etc.).
- (k) Obtain courier orders for classified material.
- (l) If conducting liaison with Allied units, check language/interpreter requirements.
- (m) Notify the XO of departure.

6. **Actions upon arrival at receiving unit.** LO teams or individuals perform the following tasks upon arrival at the receiving headquarters:

- (a) Report promptly to the receiving unit Chief of Staff, XO, operations officer (depending on availability) or Battle Captain with their parent unit's current situation, status, location, and plans.
- (b) Contact the parent unit, informing it of their arrival (receiving an update, if required).
- (c) Review the receiving unit's situation and identify problems.
- (d) Become familiar with updates to the tactical plan.

- (e) Exchange information with each receiving unit staff section as required.
- (f) Remain informed of parent unit's current situation, unit locations, and combat status.
- (g) Update receiving unit's operations cell as required.
- (h) Obtain required or available copies of FRAGOs, WOs, contingency plans, and OPLANs for subordinate units of the receiving headquarters.
- (i) Expeditiously informs parent unit of upcoming missions, tasks, and orders.
- (j) Ensures TACSOP reports are sent on time. Keep a record of those reports.
- (k) Attends TOC shift change briefings.
- (l) Accomplishes the mission without interference with the receiving unit's operations.
- (m) Inform the XO/Chief of Staff or Battle Captain of their anticipated departure. Advise parent unit of departure from the liaison location.

7. **Actions upon return to sending unit.** Upon arrival back at their parent headquarters, LO teams or individuals must brief the XO or S3 on the following information pertaining to the supporting headquarters, including as a minimum:

- (a) Upcoming operations and mission requirements for the supported unit (contingency plans, OPLANs, and FRAGOs).
- (b) The commander's intent for current and future operations.
- (c) Current and projected priorities for CS and CSS.
- (d) Changes in task organization and organization for combat.
- (e) Updated unit locations.
- (f) Any other specific information required by their parent unit's commander.

8. **Required reports.** See reports in TACSOP for required reports and times due. The LNO should arrive at the receiving headquarters with reliable information on the location of units and their combat status, as defined in the TACSOP. Additionally, LNO teams and individuals should remember to keep their parent headquarters apprised of their own location, activity, and sensitive item status.

9. **Sample questions.** The following is a list of common questions the receiving commander may ask the LNO, or that the LNO should consider to help his/her commander:

- (a) Does the sending unit have a copy of the receiving unit's latest OPLAN? FRAGO, OPSUM, INTSUM, etc... ?
- (b) Does the LNO's commander's intent support the higher commander's intent?
- (c) What are the CCIR?
- (d) What assets does the unit need to accomplish the mission that it does not have now?
- (e) What are the locations of units and CPs?

- (f) Do you know all of the ways you can communicate with the sending unit?
- (g) What terrain in your AO is decisive?
- (h) What impact is the weather having on your operations?
- (i) What host nation support is available?
- (j) What impact would large numbers of refugees or EPWs have on operations?

10. **Before, during, and after checklist.**

- (a) Before departing the sending unit.
 - Do you understand what your commander wants the receiving commander to know?
 - Did you get an update from operations, intelligence, and other staff elements concerning current and future operations?
 - Did you check with the staff to see if they have tasks for you to accomplish at the receiving unit?
 - Did you complete a map route recon and time-distance calculation to arrive on time?
 - Did you verify your access to classified material and controlled areas as needed?
 - Do you know how you will destroy the information you are carrying, should it become necessary?
 - Do you know the challenge and password?
 - Did you inform your headquarters of your departure time, route, and projected arrival time? And your departure time from the receiving unit?
 - Did you pick up all correspondence for the receiving headquarters?
 - Did you conduct a PMCS and radio check?
 - Do you know when your CP will jump and where?
- (b) During the liaison.
 - Did you arrive at least two hours before any scheduled briefings?
 - Did you check in with security and complete any required documentation?
 - Did you report to the Chief of Staff, XO, Operations Officer or Battle Captain?
 - Did you meet the staff POCs and exchange information with them?
 - Did you notify your headquarters of your arrival?
 - Did you deliver all correspondence?
 - Did you update your maps and the maps in the receiving headquarters with your units' locations and combat status?
 - Did you pick up all correspondence for your unit before departing?
 - Did you get the next location of the CP?
 - Did you inform the receiving unit operations officer as well as your unit when you depart?
- (c) Upon returning to sending unit.
 - Did you deliver all correspondence?
 - Did you out brief the Chief of Staff or XO and appropriate staff elements?
 - Did you prepare necessary reports?
 - Did you clearly state what you learned from the mission?
 - Did you clearly state what you could not learn from the mission?

Section VII. Squadron / Battalion NBC NCO

1. **NBC NCO.** The squadron/battalion chemical staff NCO works closely with the brigade chemical officer and with other battalion and company NBC NCOs. Through periodic staff visits, this NCO closely evaluates NBC defense training, to include integration of NBC defense tasks during field training exercises. Ensures that all individuals and units can perform common individual and collective NBC tasks. Inspects the rotation of shelf-life items and load plans for NBC war reserve stocks. Conducts periodic inspections of unit NBC equipment to ensure authorized equipment is on hand and serviceable. Their responsibilities and duties parallel those of the brigade chemical staff section. The NBC NCO may serve and function in two rolls; he or she may serve as the staff NBC NCO and serve as a battle NCO.

2. The squadron NBC NCO will conduct the following:

- (a) The NBC NCO will serve as a battle NCO inside the TOC.
- (b) The NBC NCO will assist the SGM in jump TOC procedures at the new location. The NBC NCO will formulate plans for NBC recon, decon, and or smoke support.
- (c) NCO will assist in TOC security operations. See TOC security section.
- (d) Assists the battalion chemical staff officer in determining battalion-level training requirements. Formulates training recommendations through frequent staff visits, evaluates and screens CTC training records and results. Ensures quotas are provided to subordinate battalions for post or area NBC defense schools.
- (e) Informs the squadron commander of threat NBC capabilities relevant to the unit's area of operations. Ensures, that PIR and threat information are reflected in unit operation plans and SOPs. Assists subordinate units in disseminating NBC threat information to key and newly assigned personnel.
- (f) NCO will assist in writing and updating the NBC annex to the squadron SOP.
- (g) NBC NCO will ensure they have the proper NBC publications inside the command post.
- (h) The NBC NCO will assist the NBC officer in selecting vehicle and personnel decon sites and ensuring this information is passed to brigade and division.
- (i) NCO will assist his or her officer in advising the commander on NBC defensive measures.
- (j) The NBC NCO will prepare and distributes NBC reports received from the troops/companies to higher HQ's. Recommends to the squadron/battalion S3 and the commander the employment of supporting NBC recon, smoke, and decon units. Consolidates radiation status reports (see [FM 3-3-1](#)) and transmits this information to the brigade/division chemical staff section.
- (k) Maintain NBC threat information.
- (l) Assist in the coordination of reconstitution operations when chemical assets are required or involved.
- (m) Perform continuous NBC IPB for impacts on current and future operations.
- (n) Assists in the processing of NBC attack information, coordinating with other staff sections, preparing and disseminating of CDM/EDM messages. Ensures, that all staff journals, files, and records are maintained.

(o) Supervises the TOC/TAC in all NBC operations, e.g. preparing for a NBC strike, monitoring/detecting, unmasking procedures, and decon operations.

(p) Serves as a battle NCO. See duties and responsibilities of a battle NCO (chapter 1, section IV).

Section VIII. Radio Teletype Operator. (RTO).

1. **RTO.** The RTO receives processes, disseminates and tracks critical information in a timely and accurate manner. He or she must be properly trained and have the opportunity to practice that training. That means tracking the battle using a DA Form 1594 (Staff Journal), updating charts and overlays, and receiving reports from deployed fire units. This eases transition of command and control in the TOC and maintains the critical link between the troops/company leadership and deployed fire units.

2. RTOs will conduct the following:

(a) Upon assumption of duties, conducts a communications check with all subordinate units.

(b) Maintains radio communications with subordinate and higher HQ's.

(c) Briefs the incoming RTO at shift change.

(d) Ensures MSRT is operational.

(e) Conducts COMMEX during PCIs.

(f) Extracts essential data from SOI and maintains Freq and call signs.

(g) Records and passes information (messages/PIR/CCIR) to battle NCO/CPT.

(h) Receives and records reports (SPOT reports).

(i) Assist in setting up the TOC/security.

(j) Assist in preparing charts and overlays for the battle Cpt/battle NCO.

(k) Assist S-3 driver in servicing and maintaining S-3 TOC vehicles, radios and generators.

(l) Ensure that S-3 radio antennas are properly positioned and orientated.

(m) Assist in the maintenance and upkeep of the TOC.

(n) Responsible for overall maintenance, cleanliness and accountability of the vehicle, vehicle equipment and communications equipment.

Section IX. Squadron / Brigade Fire Support NCO / Targeting NCO

1. Fire support NCO.

2. The Fire support NCO works directly for the fire support officer. The fire support NCO also assists the operations sergeant major and the S-3 NCOIC. The FSE NCO assist and advises the FSO, operations officer and commander concerning fire support operations, DS firing battalion status, capabilities, locations, and any additional fire support available on request. In **FM 6-20-40, TTPs for Fire Support**

Brigade Operations, Heavy, and FM 6-20-50, TTPs for Fire Support Brigade Operations, Light state that the FSNCO must be able to perform all functions of the FSO. This task should not be left with the targeting officer.

3. The fire support / targeting NCO are responsible for the following:

- (a) Assist the NCOIC / SGM in PCI/PCC inspection
- (b) Maintains a Fire Support Element (FSE) in the TOC. Responsible for maintenance, accountability of equipment, logistics and personnel issues.
- (c) Coordinates fire support requests required for immediate combat operations.
- (d) Assist the fire support officer and staff on orchestrating all fire support.
- (e) Monitors the BN, BDE FSC (FM) net and operates the AFATDS.
- (g) Assist and recommends EEI pertaining to potential targets.
- (f) Informs S2 of combat surveillance information received from artillery sources.
- (g) Recommends the RSR and CSR as pertains to fire support units.
- (h) Advises the S3 and makes recommendations concerning the employment of fire support means and recommends fire support coordination measures.
- (i) Provide combat power, field artillery ammunition on-hand and logistical information to the S-3 when equipment status changes. Keeps the battle NCOs fire support charts up to date.
- (j) Assist the OPS SGM / NCOIC in perimeter guard.
- (k) Assist the FSO and S-3 in the MDMP. See Chapter 4.
- (l) Plan and coordinate fire support tasks for:
 - Supporting forces in contact.
 - Supporting the commander's battle plan.
 - Synchronizing the fire support system.
 - Sustaining the fire support team.
 - Deep fires on enemy follow-on forces.
 - Counterfires to destroy, neutralize, or suppress the enemy's indirect fire systems.
 - Suppression of enemy air defenses (SEAD) fires.
 - Offensive counterair fires.
 - The integration of non-lethal fires into the overall scheme of fires.
- (m) Insure fire support planning supports and is supported by the R&S Plan.
- (n) Member of the quartering party. Takes over as the FSO while the TOC jumps to new location.
- (o) Maintains and controls all information coming and leaving out of the fire support section. The FSO NCO will maintain at a minimum the following:
 - Journals and journal files
 - Messages and reports from the staff, subordinate units and higher HQ's.

Section X. Engineer NCO

1. **Engineer NCO.** The ENG NCO works directly for the engineer officer and the staff. The ENG NCO will support the operation SGM in regards to functions of the TOC. The primary mission of the ENG NCO is to increase the combat effectiveness of the maneuver battalion. This is accomplished by increasing the mobility of friendly forces, by impeding mobility of enemy forces, and by providing the friendly force increased survivability.

2. The Engineer staff NCO provides expertise / input in the following areas:

- (a) The engineer NCO works closely with the staff and commander to address the following: purpose of the obstacles, priorities of mobility, countermobility, and survivability during offensive, defensive and other tactical operations, work priorities, emplacement guidance for scatterable mines, and restrictions on obstacle use.
- (b) **NCO offensive focus areas:** The ENG NCO will assist the staff with MSR/other route clearance and maintenance issues, combined arms breaching, lane handover, assistance in the forward passage of follow-on forces, clearing and gap crossing, assisting in the impute of emplacement of situational / tactical obstacles, blocking enemy avenues of approach into the battalion's flanks and rear, assist in developing a plan for the rapid transitioning from offensive operations to a hasty defense.
- (c) **NCO defensive focus areas:** Terrain considerations, MSR/lane closure, force repositioning/counterattacks, maintains information on obstacle belt (battalion)/group (brigade) locations and functions, direct/indirect fire integration to obstacles, priorities, and obstacle resourcing, priorities and use of engineer equipment, The NCO will works closely with the S2 during the IPB process and development of the situational template, The NCO will assist in helping confirm or deny the enemy situation by providing an analysis of the terrain and friendly/threat capabilities, enemy engineer options, and anticipated priority of efforts.
- (d) Assist in the MDMP. See chapter 4.
- (e) Assist the ENG officer in developing timely and accurate plans, orders, and annexes.
- (f) Tracks and updates all obstacles / minefield overlays.
- (g) Tracks all friendly combat power and logistical information from subordinate units. (Plan for tracking engineer work (obstacle emplacement, survivability positions))
- (h) Tracks all enemy unit locations, obstacles and minefield. (Situational obstacle information).
- (i) Assist in coordinating the efforts of attached DS/GS engineers.
- (j) Recommends EEI pertaining to terrain.
- (k) Recommends and develops plans for employment of scatterable mines.
- (l) Provides technical assistance to the S4 in the selection of MSR(s).
- (m) Advise S-3 of requirements for support of engineer operations and impact of planned fire support on engineer operations.
- (n) Recommends employment of engineer assets and priority of engineer effort.
- (o) Assist the operations sergeant major / NCOIC in perimeter defense / guard force.
- (p) Updates the battle NCO on any combat power, logistics, personnel issues or changes.

- (q) Updates the NCOIC / SGM on any logistic, personnel issues.
- (r) Maintains and controls all information coming and leaving out of the ENG section. The ENG NCO will maintain at a minimum the following:
 - Journals and journal files
 - Messages and reports from the staff, subordinate units and higher HQ's.
 - Graphics on all related friendly, enemy, obstacles and minefields locations.
 - All charts.

Section XI. S-1 NCOIC

1. **S-1 NCOIC.** The S-1 NCOIC will maintain control of the combat trains command post (CTCP / ALOC) during combat operations. The S-1 NCOIC will perform strength accounting, casualty reporting, replacement operations, personnel actions, as well as administrative, postal, legal and finance services. The S1 officer and NCO are the medical service planner for the battalion/squadron. He or she coordinates with the medical platoon leader (battalion surgeon) and with the medical operations officer to ensure that patient treatment and evacuation are planned and coordinated throughout the battalion area. The S1 and S4 establish a CTCP / ALOC that serves as an alternate CP. As a staff member, the S1 NCOIC must work closely with other staff members to: facilitate and monitor the accomplishment of command decisions, provide timely and accurate information to the commander and subordinate units, anticipate requirements and maintain current estimates (personnel and loss rate), develop portions of the CSS annex, recommend replacement priorities, provide timely and accurate information to the commander and subordinate units..

2. The S-1 NCOIC duties and responsibilities in the combat trains command post are as follows:

- (a) Assistant OIC of combat trains CP and know the S-1 officers duties and responsibilities as outlined in the TACSOP / TOCSOP.
- (b) Personnel accounting and strength reporting. Personnel accounting and strength reporting accounts for soldiers, reports their duty status, and serves as the foundation for critical battlefield decisions.
- (c) Maintains SIDPERS database.
- (d) Deployment strength accounting.
- (e) Maintains status of nondeployable personnel.
- (f) Duty rosters
- (g) Supervision of civilian personnel / Contractors.
- (h) Management of EPWs. The S-1 NCOIC coordinates with the S2 for interrogating prisoners and with the S4 for processing captured equipment and planning transportation requirements.
 - Establishes a location for EPWs and controls detainment location.
 - Searches, Segregates, Safe guards, Speed and silence.
 - Maintains proper material to control EPWs, e.g. Prisoner of war tags, plastic zip lock bags, and flex cuffs
- (i) Preparation for overseas movement.
- (j) Assist in medical planning and casualty management. The S1 also coordinates with the medical platoon leader and the medical operations officer to ensure that patient treatment and evacuation, to include additional transportation requirements are planned and coordinated throughout the battalion area.

(k) Assist and controls replacement operations. The primary concerns here for the S1 NCOIC include listing critical outstanding replacement requirements, status of previous allocation, by unit (when critical to the situation), and location of replacement processing units.

(l) Assist in preparing administration of UCMJ actions.

(m) Awards and decorations

(n) During the execution phase of the operation, the S1 coordinates with the BMO, S4, and medic to ensure that a fully crewed, equipped, armed, and fueled weapon system is provided back to the maneuver commander.

(o) Maintains and controls all information coming and leaving out of the S-1 section. The S-1 NCO will maintain at a minimum the following:

- Journals and journal files
- Messages and reports from the staff, subordinate units and higher HQ's.
- Graphics on all related friendly, enemy, obstacles and minefields locations.
- All charts.
- Maintain the common operating picture. (COP)

Section XII. S-4 NCOIC

1. **S-4 NCOIC.** The S-4 NCOIC will work together with the S-1 NCOIC in the combat trains (CTCP) during combat operations. The S-4 and S1 establish a CTCP / ALOC that serves as an alternate CP. They will facilitate and monitor the accomplishment of command decisions; provide timely and accurate information to the commander and subordinate units; anticipate requirements and maintain current estimates.

2. The S-4 NCOIC is primarily concerned with the sustainment of the battalion. To execute the tactical sustainment requirements of the battalion, the S4 NCOIC must take an active role in the following areas:

(a) Manning support which includes rationing, clothing, and individual equipment.

(b) Fueling and arming the force and ensuring the following:

- All subordinate unit reports are turned in to the CTCP in a timely manner.
- All reports to higher HQs are turned in IAW the TACSOP.
- Monitors LOGPAC operations and coordinates locations through the HQs commander.
- Ensures emergency resupply is always available.

(c) Moving personnel and equipment to include managing transportation networks.

(d) Movement and placement of the combat trains CP.

(e) Maintaining a common operation picture, same as the TOC / command post.

(f) Communication with lower, higher, and adjacent headquarters focusing on combat trains CP to combat trains CP.

(g). Redistribution of assets.

(h) Providing support for EPWs

- Transportation
- Rations
- MP coordination
- Facilities

- (i) Assist in producing the CSS plan for the battalion that includes:
 - Main supply routes.
 - Proposed logistic release point (LRP) sites.
 - Class IV/Class V supply points.
 - Casualty collection points.
 - Evacuation plan for evacuation and care of deceased remains

- (j) Maintains and controls all information coming and leaving out of the S-4 section. The S-4 NCO will maintain at a minimum the following:
 - Journals and journal files
 - Messages and reports from the staff, subordinate units and higher HQ's.
 - Graphics on all related friendly, enemy, obstacles and minefields locations.
 - All charts.
 - All messages

Section XIII. Chaplain Assistant

1. **Chaplain assistant.** Unit ministry team NCOIC (UMT). The UMT consists of the chaplain and the chaplain assistant. Together they move throughout the battalion area of operations providing religious support to the commander, his subordinate commanders, his staff, and the NCOs and soldiers of the battalion. The chaplain assistant is a critical member of the team. While he does provide security and drives at times, for the non-combatant chaplain, he has many other very important tasks in religious support operations. The chaplain prepares the religious support plan and coordinates it as quickly as possible because while the rest of the unit is preparing for combat, he needs to begin providing religious support. During the planning phase, the chaplain assistant makes sure the team and its equipment is ready to go. It may be necessary to arrange for transportation and to coordinate with the ISGs for religious support in the TAA. AR 165-1. Chaplain Activities in the United States Army. 31 August 1989. TC 16-2. Religious Support to Casualties, Memorial, and Funeral Services. December 1991.

2. The chaplain assistant will conduct the following during combat operation.

- (a) Assist and prepares the religious support estimate and submits the religious support plan in annex format for inclusion in the battalion OPORD, when appropriate.

- (b) Conducts religious support (RS) operations (or coordinates for them in cases where the chaplain is unable to do so because of denominational conflicts).

- (c) Establishes communication and coordination of religious support with higher UMTs and with UMTs on their flanks.

- (d) Will assist the chaplain and give pastoral care to soldiers, particularly those who have become casualties.

- (e) Ensures that soldiers from other units operating in the battalion AO receive religious support.

- (f) Ensures soldiers with special religious needs are accommodated.

- (g) Works with the S1 and the battalion surgeon in the battalion mental health program to include training unit leaders in the preventive aspects of stress on soldiers.

- (h) Keeps the chaplain updated on:
 - Daily activities.
 - NCO Staff meetings.
 - Times and locations for visiting soldiers.

- Weather, terrain and trafficability data, additional maps of AO, indigenous religious groups and sites for IPB, update on enemy situation, task organization
- Health Service Support plans (with graphics).
- Update on unit locations (current/planned) CSS plans (with graphics).
- Main/alternate/"dirty" chemical supply routes.
- Ambulance exchange points (active/planned).
- Mass casualty plans/criteria.
- Aid station location/forward treatment team.

(i) Maintains and controls all information coming in and out of the TOC / CTCP the chaplain assistant will maintain at a minimum the following:

- Journals and journal files
- Messages and reports from the staff, subordinate units and higher HQ's.
- Graphics on all related friendly, enemy, obstacles and minefields locations.
- All charts.
- All messages

Pre-Combat Checks and Inspections

Section I. Pre-Combat Checks and Pre-Combat Inspections.

1. **The NCOs role in Pre-Combat Checks and Pre-Combat Inspections PCC/PCI.** The SGM is overall responsible for pre-combat combat checks and pre-combat inspections (PCC/PCIs) for the staff. Leaders conduct PCI's to determine full preparation for tactical operations. They are conducted in assembly area, prior to movements, and in rear areas when crews are preparing to move out or link-up with their unit. The OPS SGM will ensure PCC/PCIs are conducted before any tactical / deployment is conducted. The SGM will task delegate whom should conduct the PCC and who should conduct the PCIs. This allows the OPS SGM and leadership to identify critical items for upcoming mission in the event there is very little preparatory time remaining. The OPS SGM will cross-talk important issues with the staff NCOs, company/troop 1SG, CO, XO, S-3/XO and motor sergeant. The SGM will spot check to ensure PCCs are complete and assist the staff NCOs in their PCIs. The SGM will assist in fixing or reporting problems identified by vehicle commanders. If necessary the SGM will Identify and fix staff level problems...such as, cross leveling of supply, equipment, and personnel as necessary, rather than waiting for an anticipated LOGPAC to fix the imbalance. The SGM will task delegate NCOs to re-inspect deficiencies noted. Anybody on a vehicle can conduct pre-combat checks, but it is the vehicle commander's responsibility to ensure they get done. It is the SGM and his/her staff NCOs responsibility to insure PCIs are done, but he or she may delegate someone else to actually conduct the PCI, such as the S-3/S-4 NCOIC or their subordinate NCOs. Vehicle Commander/staff NCOs will ensure crews conduct PCCs IAW the TOCSOP. Fix problems at the crew level, tell the S-3 SGM about problems that can't be fixed. Do this as early as possible to allow the SGM time to fix it at his level or report higher. If no pre-combat checklist is in the platoon SOP, refer to relevant doctrine (Tank Platoon FM, Scout Platoon FM,) company SOP, and so on. PCCs are conducted prior to stand-to, prior to commencing operations, or after an extended delay in an attack position (offense). REDCON 1 / Report PCC/Stand-to complete.

2. Examples of PCI/PCC.

- (a) Pre-Combat Checks (PCC)
- (b) Ensure soldiers alert, "battle-dressed."
- (c) Individual preparation for combat.
- (d) Correct MOPP level, and at battle positions.

3. **Vehicles.**

- (a) PMCS completed.
- (b) Short count, all vehicles running and FMC.
- (c) Ensure equipment is stowed.

4. **Armament systems.**

- (a) Prep-to-fire checks complete.
- (b) Battle carry per OPORD.
- (c) Miscellaneous equipment.
- (d) Weapons loaded; ammunition properly stored.
- (e) Battlesight indexed.

5. **NVD's operational.**

- (a) Accountability of sensitive items; Green 2 reported separately.
- (b) Prepared for night operations (if appropriate).

6. Communication equipment.

- (a) Conduct radio checks and vehicle intercom checks.
- (b) Present alternate nets.

7. Command and control.

- (a) Maps and report format prepared.
- (b) Signal devices prepared.

8. NBC equipment.

- (a) M8A1 alarms deployed, M9 paper attached, and M256 kits readily available.
- (b) Monitoring teams prepared to execute.

9. Confirm/report log status.

10. Pre-Combat Inspection (PCI)

- | | |
|---------------------------------------|---------------------------------------|
| (a) Individual preparation for combat | |
| Uniform | Goggles |
| Nomex suit (mounted) | MOPP suit marked |
| BDU's (dismounted) | Helmet with camouflage cover and band |
| Flak vest (under/over) | Assigned weapon with magazine/clips |
| Load bearing equipment complete | ID tags/ID card |
| First aid packet complete | Current drivers license |
| Canteen(s) full and serviceable | Briefed on seasonal safety |
| Protective mask with components | Briefed on current mission/situation |
| M13 decon kit | Casualty feeder card |
| M258A1 decon kit | ROE card |
| M8 detector paper | Shot records by exception |
| Antifogging kit | Risk management card |
| Optical inserts (if applicable) | NAAK's |

11. Packing list.

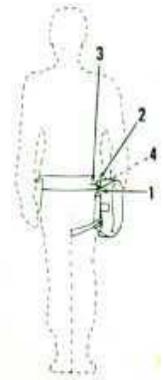
(a) The LLVI packing list will change from mission to mission, but the majority of the items on the list are necessary for the completion of every mission. The following list is the minimum suggested items that should be brought along for most missions:

(b) Items Worn:

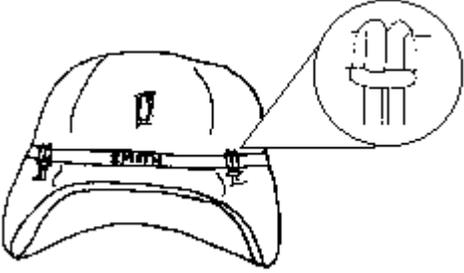
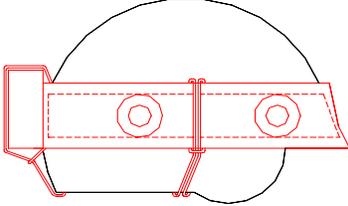
- 1 set of BDUs
- 1 belt, black cotton web
- 1 brown T-shirt
- 1 pair undergarments (optional)
- ID tags (silenced) w/ chain
- magazines
- 1 pair OD/ black socks, cushion sole
- 1 pair boots, jungle
- Boonie cap
- Watch, wrist
- Map and protractor

(d) Items Carried:

- Primary weapon w/ magazines
- 1 LCE or LBV
- 2x 1qt canteens with covers
- 1 canteen cup
- 2x ammo pouches (if LCE) w/ 6x
- 1 first aid pouch w/ dressing
- 1 compass w/ pouch
- ID card
- Driver's license
- Notepad
- Pen and pencil
- Camouflage stick



(c) Vest, protective, Mission dependant, may be carried in A Bag.

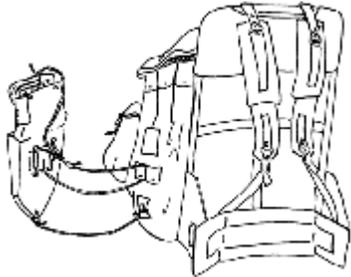
<p><u>KEVLAR</u>: Kevlar helmets will be worn with the soldier's name centered on the helmet band printed in black, block letters. Rank will be of the sew-on type. The helmet band will be secured at the 10 and 2 o'clock positions with gutted 550 cord tied with a girth hitch as shown and attached to the webbing.</p>	
<p>When MILES (HALO) is worn it is secured on both sides of the helmet as well as in the rear. Gutted 550 cord will be ran around the halo, under the rim of the helmet and secured to the suspension webbing. This is done using a square knot and two half hitches.</p>	

(e) Items in Large Rucksack

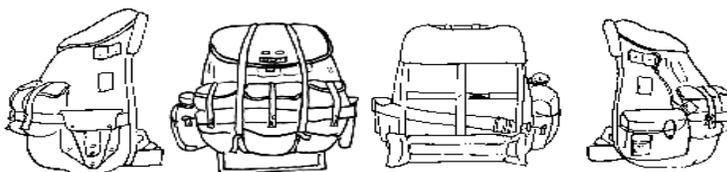
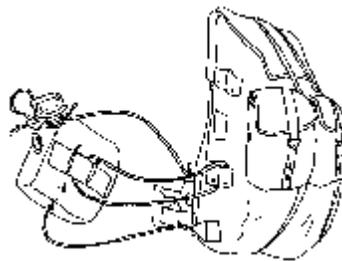
- | | |
|--|------------------------------|
| 1 wet-weather bags | 1 pair gloves, black leather |
| Flashlight | 1 set of BDUs |
| 3x pairs of undergarments (optional) | 1 parka liner |
| 3x pairs of OD/black socks | 1 poncho |
| 3x brown T-shirts | 1 patrol cap |
| 3x days rations | 1 poncho liner |
| 1 sleeping pad | 1 washcloth |
| 4x bungee cords | 1 weapons cleaning kit |
| 1x 2qt canteens | |
| Personal hygiene kit | |
| 1 complete set of wet-weather gear or Gore-Tex | |
| 1 e-tool w/ carrier, (see illustration below) | |

(f) E-Tool

E-tool will be on the right side and the 2-Quart canteen will be on the left side as worn. The GP Strap will be hooked to 2-Quart canteen rings as shown and routed around the rucksack and through the E-Tool cover, pocket straps, and rucksack frame as shown.

<p>E- Tool cover will be tied down with two end of line bowlines, one through an ALICE clip opening and one through the drainage hole in the bottom. The free running end of the upper bowline will be tied to E-Tool with an end of line bowline</p>	
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- 2-Quart cover will be tied down with two end-of-line bowlines, one through an ALICE clip opening and one through the drainage hole in the bottom. The free running end of the upper bowline will be tied to 2-Quart canteen around the neck with an end of line bowline.



(g) Items in "A" Bag. (A bag placed on outside of vehicle or IAW SOP)

- Sleeping bag
- 1 set of BDUs
- 3x pairs of undergarments (optional)
- 3x pairs of OD/black socks
- 3x brown T-shirts
- 1 pair drawers, polypro, brown
- 1 undershirt, polypro, brown
- Mask, protective w/ carrier
- Kevlar, helmet w/ cover and band
- 1 pair combat/ jungle boots
- 1 net, insect bar
- 1 shelter half w/ 3x poles, 5x stakes, 1 rope
- 1 pair overshoes
- 1 chemical suit complete
- 1 towel
- 1 pair suspenders, field trousers
- 1 lock, combination or key

(h) Items in "B" Bag. (Palletized)

- Civilian clothing
- Cold weather clothing
- 1 PT uniform complete w/ sweat suit
- 1 pair running shoes
- 1 pair white socks, calf-length cotton



(i) Items, Additional/Recommended

- 550 cord
- Shoe shining kit/ cleaning kit
- Shower shoes
- Pin-on rank
- Gloves, inserts or Nomex (light gloves)
- Knife
- Whistle
- Ranger beads/ pace count beads
- Canteen cup stove w/ fuel
- Reading material
- Extra batteries
- Light, strobe

- 1 lighter or matches
- 1 bottle of purification tablets
- Alcohol swabs
- 1 set of markers, map
- Tape, electrical
- Tape, 100mph
- Bags, Ziploc
- Acetate
- Extra headphones
- 1 VS-17 panel
- Mirror, signal
- Bayonet w/ scabbard

12. Vehicle commander.

- (a) Equipment /Items carried on each vehicle
 - Binoculars
 - GPS (when applicable)
 - Compass
 - Map with current overlays:
 - Enemy
 - Maneuver
 - Fire support
 - Obstacles
 - CSS
 - Current SOI and call sign board
 - Challenge/password
 - TACSOP/leader notebook
 - Marking pens
 - Note books
 - Demo card
 - POW documents/tags
 - Call for fire card
 - MEDEVAC card
 - Rules of engagement
 - Battle rosters
 - Operations order
 - Map canister
 - Rehearsal kit
 - MILES boresight kit

13. Vehicle preparation for combat (3-days of supply)

- (a) Each vehicle will carry a basic load of supplies IAW the SOP.
 - Load plan posted
 - Load plan complied with (equipment lashed down tightly) TA-50 stowed
 - Topped off
 - POL package products
 - Water cans full
 - Spare track/road wheel/tires
 - Vehicle first aid kits complete
 - Contraband check
 - Vehicle dispatched and logbook includes:
 - DD Form 518
 - Cleaning equipment (rags, solvents, alcohol, paper, trash bags and etc.)
 - Standard Form 91
 - DD Form 1970
 - M110 report
 - DA Form 5988E/2404
 - Vehicle equipment kits

14. Automotive.

- (a) Vehicle crews will conduct vehicle maintenance inspections IAW with proper -10 Level PMCS inspections references. At a minimum the following will be on hand and completed:
 - DA Form 5988E/2404 (verify PMCS daily before opns checks complete)
 - Fire extinguishers sealed/tagged/dated
 - Battery level correct/cables secure
 - Bilge pumps operational
 - Cold start system operational
 - All access plates and seals installed
 - Interior policed
 - All interior items secured

15. Armament system (as applicable).

- (a) Vehicle crews will conduct armament maintenance inspections IAW with proper -10 Level PMCS inspections references. At a minimum the following will be on hand and complete:
 - DA form 5988E/2404(PMCS-daily before ops checks complete)
 - Clean Spare barrels, cleaning tools, bolts, and ruptured cartridge extractors present
 - M240/M60 barrel/receiver matched gauge present

Headspace and timing set on M2, HB, gauges present (for tanks)
Machine guns properly mounted
Boresight/screen/zero data input day/night
- Sights/optical equipment fully operational
- Class IV/V ammunition per load plan and basic load requirements
Weapon cleaning kits w/class III package

16. Generators (includes (APU).

- (a) The following will be conducted prior to the inspection and complete:
DA Form 5988E/2404 (PMCS-Daily before ops checks complete)
No fuel leaks
Services up to date
Oil levels correct
Grounding accessories present/serviceable
Slave cable serviceable (1 per PLT)
Generator charges to full voltage/amperage

17. Vehicle NBC equipment.

- (a) The following NBC equipment will be present with the appropriate preventive maintenance check and services.

M11/M13 decon apparatus vertically mounted/serviceable
Vehicle overpressure works (if equipped)
Gas particulate unit/Hoses serviceable/operational
M8/M9 chem detection paper

- (b) NBC defense equipment:

1 - M256 chemical agent detector issued to each vehicle (wheeled or combat)
1 - IM-174 or AN/VDR-2 RADIAC meter issued per platoon
2 - IM-93 dosimeters per platoon
2 - NBC contamination marking kits per platoon
DS2 issued for M11 and M13 decon apparatuses
M8A1 chemical alarms issued and operational (one per platoon)
M273 refill kit issued for each alarm

18. Communications equipment.

- (a) All communication equipment will be present. All 2404 will be up to date to include turn receipts.

Current SOI and call sign cards
Vehicle intercom fully operational
SINCGARS radios
Operational
Securely mounted
Frequencies and fills set/hopset
Connections clean
Check antennas
Hand mikes operational
CVC helmets serviceable
TA 312/TA-1 operational
AN/GRA-39
WD-1 spools complete (DR8/RL39)
OE-254 antennas complete and serviceable
MSRT operational
Protective mask intercom operational
Batteries stocked

19. Preparation for execution.

(a) NCOs and crews will ensure the area is sterile after the inspection. The following will be conducted:

- Prepare for displacement
- Retrieve all equipment
- Police area
- Properly dispose of garbage
- Safety brief
- Sensitive items (account for personnel and sensitive items)
- Troop leading procedures/rehearsals
- Resupply complete (LOGSTAT green)
- Rehearsals complete

20. Command and control prep for combat

(a) NCOs will ensure they have the following items and the statuses complete:

- Copies of TACSOP available
- Operations maps posted
- Data boards posted per SOP
- Current SOI/call sign board
- Report formats present
- Personnel/equipment/log status current and posted
- TOC load plans/SSSC stocked
- All secure equipment present and keyed
- NCS TOC logs prepared for utilization
- Basic load of maps available
- Communications equipment available

21. Leader checks.

(a) Senior leaders will ensure all soldiers Familiar with the plan

- Plan briefed to soldier
- PCI done on:
 - soldiers - equipment
 - self - vehicles
- Safety risk assessment
- All sensitive item serial numbers

22. Remarks.

Bedrolls may be packed as the commander directs based on climate and or mission. Weapon magazines based on weapon type carried. DRF commanders may alter this list to suit their mission after the N plus 2 briefing. The DRB-1 will have little flexibility, however, commanders of follow-on echelons must be aware of the possible requirements to add Chemical Protective Overgarments to this list. These garments will be issued at the Division Materiel Management Office (DMMO) contingency warehouse based on mission requirements. Commanders will prescribe how it will be carried, worn or packed based on the mission or threat. The Commanding General will make the decision at the N plus 2 briefing. Items identified for the ALICE Pack will fit into a medium pack with three MREs. Weight including the frame is approximately 40 lbs. Items worn by individuals plus the M16A2 and seven 30 round magazines weigh approximately 40 lbs. For AVIATION BRIGADE personnel, some items may be drawn after muster. The NOMEX coveralls will be worn in-lieu of the BDUs; the flyers jacket will be worn in-lieu of the field jacket. Placement of the body armor (*) will be METT-TC driven. The commander will make the decision at the N plus 2 briefing.

NCO Duties and Responsibilities during the MDMP

SECTION I. NCOs Responsibilities during the MDMP

1. SGM Role in the MDMP Process. The following information shows the SGM role and his staff NCOs responsibilities in the MDMP process. The purpose is to familiarize NCOs with the steps in the Military Decision Making Process. To identify how and where NCOs can support the Military Decision Making Process. This produces the greatest integration, coordination, and synchronization for an operation and minimizes the risk of overlooking a critical event. It produces a detailed OPORD/OPLAN.

TIME IN MINUTES							
HOURS TO MISSION EXECUTION	MISSION ANALYSIS	MSN ANL BRIEF	COA DEVELOPMENT	COA ANL/COMP	COA DEC BRIEF	ORDER PREP & BRIEF	PLANNING TIME
	17%	4%	8%	34%	4%	33%	1/3 TOTAL
2	7	2	4	13	2	13	40
4	13	4	7	26	4	26	75
6	20	5	10	40	5	40	120
8	26	7	13	53	7	53	160
10	34	8	17	67	8	67	200
12	40	10	20	80	10	80	240
14	47	11	23	94	11	94	280
16	53	13	26	107	13	107	320
18	60	15	30	120	15	120	360
20	67	17	34	133	17	133	400
22	73	19	37	146	19	146	440
24	80	20	40	160	20	160	480
26	86	22	43	173	22	173	520
28	94	23	47	187	23	187	560
30	100	25	50	200	25	200	600
32	107	26	53	214	26	214	640
34	113	28	56	227	28	227	680
36	120	30	60	240	30	240	720
38	127	32	64	253	32	253	760
40	133	34	67	266	34	266	800
42	140	35	70	280	35	280	840
44	146	37	73	293	37	293	880
46	154	38	77	307	38	307	920
48	160	40	80	320	40	320	960
50	167	41	83	334	41	334	1000
52	173	43	86	347	43	347	1040
54	180	45	90	360	45	360	1080
56	187	47	94	373	47	373	1120
58	193	49	97	386	49	386	1160
60	200	50	100	400	50	400	1200
62	206	52	103	413	52	413	1240

64	214	53	107	427	53	427	1280
66	220	55	110	440	55	440	1320
68	227	56	113	454	56	454	1360
70	233	58	116	467	58	467	1400
72	240	60	120	480	60	480	1440

2. Receipt of Mission (Step one). Prepare for Planning:

SGM: Once the SGM receives the new order the SGM should ensure the battle NCO announce TOC Drill # 1, he or she should try to get two copies of OPORD from higher. Log/Inventory order and overlays / annexes and ensure all copies of overlays are being made to the map board drop. Make 1 complete copy of OPORD (Label copy #1). Make 1 Copy of all overlays (Label copy #1). Distribute OPORD and annexes (Copy #1) Distribute OPORD and annexes (Copy #1). Ensure base order goes to Battle CPT and Annexes to responsible staff section/XO.

Battle Captain: Hasty scan (METT-T) of 1st copy of ORDER. Inform Cdr, S3, CTCP, and FTCP of new order. All orders should be distributed to commander, S-2, S-3, FSO, ENG, and XO, ensure one copy is posted in the orders book. The best way to get information out in the TOC is to call.

SGM: “**ATTENTION IN THE TOC – TOC HUDDLE** - We have a new WARNO/ OPORD / FRAGO. Battle Captain: Provide TOC a general new order situation update, to include the "big picture"

SGM/Plans NCO: Assist plans officer in the distribution and collection of the mission analysis products that the battle staff is tasked with producing. Begin gathering the tools for COA development, wargaming and begin forming the terrain model team

SGM: Should assist and ensure that the battle captain when he or she starts writing warning order #1 ensure that he or has all available information need to complete warning order #1 The SGM should ensure the battle NCO and slice NCO are providing all necessary information and equipment needed to complete the warning order. The SGM should read the warning order before it goes to the XO and ensures at a minimum it has higher mission, type of operation, location and time of operation. The SGM should supervise and spot check to ensure the S-2 is conducting IPB, determining areas of interest, AA analysis and doctrinal templating.

XO: Determine planning time available (1/3 time of now until mission execution).

SGM: SGM decision point 1. Security in/around the TOC, does he or she increase the number of personnel on security and update force protection for each node?

Battle Captain/Planner: Begin writing WARNO1.

XO: QC / Send Warning Order (WARNO1).

Staff: Update staff estimates.

S-2: Initiate IPB process (Area of interest, AA analysis, Doctrinal Template)

SGM/BSNCO: Prepare for mission analysis, Post Blank Mission Analysis Charts, Confirm receipt of WARNO1 by subordinate/attached units

Things to consider (SGM):

- (a) Prepare TOC for planning process
- (b) Gather appropriate maps of AO
- (c) Prepare and distribute warning orders
- (d) Log receipt of all warning orders, OPORDs, and FRAGOS
- (e) Gather appropriate FMs Use your TACSOP
- (f) Configure plans tent for Mission Analysis

Products out:

WARNO 1 (Btl Cpt), Preliminary IPB (S2), Notify plans cell to assemble (Btl Cpt)
Time Schedule (XO), Doctrinal Temp posted (S2), Initial RFIs submitted (Ops NCO)
Review of AO (S2), Current FF Status (All Staff)

3. Mission Analysis

Products in: Higher WARNO # 2 or Higher OPORD.

SGM: Should ensure that the battle NCO / RTO finish making copies of OPORD, the SGM should review the plan.

S-2 officer/NCO: Should read and reviews BDE template for NAIs / TAIs. All slice elements review the plan. The SGM ensures the battle NCO post new Task Organization. The commanders will then conduct

initial recon and identify Initial Cdr's intent. The S-2 should identify and Call in Recon element/commander for planning and then conduct Initial Intelligence Preparation of the Battlefield. Battle Sketch (Blow-up).

Commander: Cdr conducts own hasty msn anal.

Fire Support Officer/NCO: Review top down fire plan.

XO: Plan use of time, conducts S2/S3 Hasty Huddle determines/verifies the following:

- (a) S3 provides Area of Operation (overlay)
- (b) S2 / S3 identify area of interest (overlay)
- (c) S2 determines En MPCOA
- (d) S3 determines En MDCOA

SGM/BNCO: Post Higher Missions and Commanders' Intent, updates all as of times.

S-4/NCO: Determine initial need for CL IV, mines and trans or assist in determining current combat stance of subordinate units.

IPB/Msn Anal team: S3/Btl Cpt BOS, CSS Rep, CSM/SGM, ADA. Initial CCIR (PIR / FFIR / EEFI)

IPB Analysis Team: (CHEMO, ENG, FSO/NCO)

SGM/BNCO: Battle Sketch (Blow-up)

S-2: (IPB) assembles IPB team, briefs, then prepares: Enemy SITEMP (Refine info from S3 / XO huddle), Weather analysis - temp/hum, precip, winds, clouds, visib, illum, Terrain analysis - OAKOC results in MCOO (include roads), Focus is on effects to BLUFOR / OPFOR, Enemy BOS analysis-FA & direct fire range fans, ADA coverage & air AA, enemy obstacles, COB

- (a) Area of Interest and AA analysis
- (b) Terrain Analysis (Effects)
- (c) Threat Evaluation
- (d) Threat Integration

Plans officer/NCO: Assembles mission analysis team, briefs then prepares:

- (a) List Specified and Implied Tasks (circle Mission Essential Tasks)
- (b) List assets available
- (c) List Limitations and Constraints
- (d) ID facts and assumptions
- (e) ID Risk/force protection
- (f) Develop Restated Mission

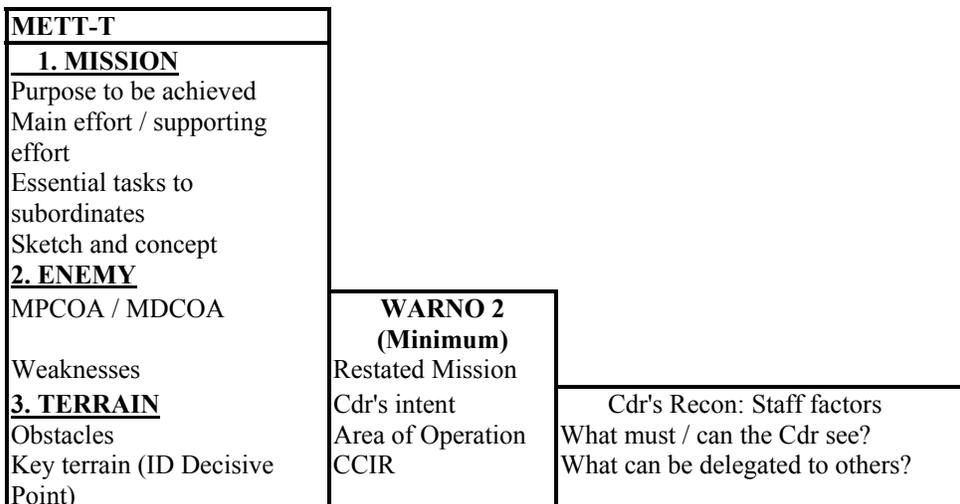
SGM/BNCO: Collects, reads and maintains an RFI report matrix, ensures BOS elements received updated RFI with answers from higher. Prep sand table / terrain model

Staff: Rehearse Mission Analysis Briefing to XO and conduct Mission Analysis Brief

Commander: Cdr approves restated mission and Issue Cdr's guidance

XO: Update timeline

Battle Cpt: Begin writing WARNO2



Observations & fields of fire	Risk	Give Cdr a suggested route/recon Frago? Recon areas of major decisions: (EA / ME, Key Obstacles/Terrain, Cntr-Rcn) What to do with the info from this recon?
Cover & Concealment	Recon effort	
Avenues of Approach	Security measures	
Weather	Deception	
4. TIME	Mob / CM	
5. TROOPS AVAILABLE	Guidance	
Assigned assets	Priorities	
	Time plan	
	Rehearsal guidance	
	Cdr's guidance	

Additional duties the SGM must ensure are coordinated through the NCOs (delegate):

- (a) Copy graphics
- (b) Prepare and update status charts
- (c) Prepare terrain sketches
- (d) Update and post unit reports
- (e) Conduct mission analysis as a member of your staff section
- (f) Serve as a recorder during process
- (g) Post Mission Analysis Briefing chart (agenda)
- (h) Make copies of Cdr's intent of guidance
- (i) Ensure the briefing area is set up with all the required equipment (i.e. computers, charts, maps and ect.)
- (j) Brief commander and staff

Additional duties the SGM must ensure are delegate during mission analysis:

- (a) Butcher block
- (b) Marker pens 1:50,000 Map of AO
- (c) Acetate covers
- (d) Unit symbols
- (e) Recorder (S)
- (f) Briefing agenda
- (g) Overlays (Ops Graphics, Enemy Situation map, Obstacles)

Products out: MCOO (S2), Obj Area sketch (S2), Updated Time Schedule (XO), Time Analysis (S2/S3), Initial R & S Matrix (S2), Staff Updates (Staff), Mission Analysis Briefing to Cdr (Staff), RFI Update (Ops NCO/SGM), Mvmt FRAGO (S3 NCO) EN SIT TEMP (S2), Restated Mission (S3), Initial Cdr's guidance and recon plan developed.

4. Course of Action development (COA)

Commander: Decide on single or multiple COA technique

Decisive point
Defense – Where to kill him
Offense – Weak pt on obj

Cdr/XO/S3/ SGM/CSM: **COA(s) concept developed by Cdr/XO/S3 Huddle**

XO: Brief COA concept

Route clearing plan	Things to weigh
Deliberate clearing	Narrow area of Resp

Hasty Clearing	Minimize tasks
Type mission?	Task org assets
Type mission?	Priority effort
	Attrit eny prior to ME

S3/S2/FSO/: COA Refinement process:

- (a) Determine enemy decisive point and time
- (b) Task & purpose focused on the Decisive point, link purpose to TF mission, determine essential tasks,
- (c) Determine task and purpose of Supporting Efforts, task organize, weight the main effort and determine the endstate: enemy / friendly

Timeline
Off – LD to Reorg/consol
Def – EN recon to main body in EA

S3/SGM/S2/FSO/: Implement control measures (purpose of Phase Lines etc.)

CONTROL MEASURES (min)		
<u>Offensive</u>	<u>Both</u>	<u>Defensive</u>
Ass areas	Sectors	Engagement Areas
LD/LC	BSA	Battle position
OBJ	Phase lines	
SPF position		
Attack position		

Timeline
Off – LD to Reorg/consol
Def – EN recon to main body in EA

- (d) Timeline of opn to include weather/lt data
- (e) Determine obstacle needed / intent
- (f) COA sketch and statement, list critical events / points and mark NAI which focus on feasible /acceptable/ suitable

NAIs
Off – EN positions
Def – EN COAs

- (g) List assumptions made
- (h) Scheme of maneuver

Initial mvmt order
Type – admin
Determine route
Need TCP's? Scout?
Quarterming party
Tactical support

March units SP/RP FRAGO Overlay w/strip map
--

S3: Brief staff on result of COA brief, relay commander's guidance
BOS reps: Continue to update estimates/calculating

Consider all enemy Div/Bde recon Dismounted forces CRP Supporting/disrupting atk Main attack Guerrilla/SOF Air: fixed / rotary / AASLT
--

All: Begin gathering tools for the wargaming

Obstacle design Desired effect (Turn, fix, block, disrupt) Size of enemy How long effects last Our actions when he: is affected he breaches? he bypasses? Obstacle control measures Marking Tied into terrain

Reserve Be prepared msn Planning priorities Task for success Reaction Time Position

SGM/RTO/OPS NCO/Plans NCO: Develop sand table/terrain board.

Additional duties the SGM must make happen or delegate during Course of Action Development:

- (a) Prepare charts and products for COA development
- (b) Assist in the development of COAs.
- (c) Sketch COAs.
- (d) Support briefing requirements.
- (e) Assist with preparation of COA statements where necessary.
- (f) Post COA briefing chart (if required).
- (g) Record Cdr's guidance or adjustments to specific COAs.

SGM responsibilities in developing a Course of Action sketch. (Tasking and delegating your NCOs)

- (a) Graphically portrays the scheme of maneuver.
- (b) At a minimum, the sketch should include the array of generic forces (enemy and friendly) and control measures.

- (c) Can be on any media – what it portrays is more important than its form. Stands alone.
- (d) Sketches for multiple COAs in the same operation. Should be identical (terrain, enemy situation map, and obstacles).
- (e) Enforce OPSEC standards-both computer and analog.
- (f) Identifies a collection point for OPSEC and force the rules.

SGM responsibilities in developing a Course of Action sketch. COA sketch must include:

- Phase lines
- Ground and/or air axes of advance
- Areas of operation
- Assembly areas
- Strongpoints
- Battle positions
- Engagement areas
- Objectives
- FEBA or LD/LC
- Major obstacles
- Fire support coordination measures
- Main effort designated in the offense
- Enemy situation
 - Depict Terrain
 - Array the Enemy and Avenues of Approach
 - Apply Higher Hqs Graphics
 - Show Scheme of Maneuver

SGM responsibilities in developing a Scheme of Maneuver sketch: Use symbols from FM 101-5-1.

Ensure your NCOs conduct the following:

- (a) Paint a picture for the commander and staff
- (b) Create a separate sketch for actions on the objective if necessary
- (c) Identify the decisive point
- (d) Work through the battlefield framework
- (e) Write down task and purpose for each sub-element

Products out: MCOO (S2), Obj Area sketch (S2), Updated Time Schedule (XO), Time Analysis (S2/S3), Initial R & S Matrix (S2), Staff Updates (Staff), Mission Analysis Briefing to Cdr (Staff) RFI Update (Ops NCO), Mvmt FRAGO (S3 NCO), EN SIT TEMP (S2), Restated Mission (S3) and Initial Cdr's guidance

5. Course of Action Analysis

SGM/BNCO: Prepare for the wargame / Gather the tools:

- (a) Blown-up sketch/map for planning w/ basic control measures.
- (b) Determine which EN and which BLUFOR COA to use.
- (c) Post wargame worksheets (not synch matrix).
- (d) Post Task organization.

SGM/BNCO /S2/BOS: Array all forces (post BLUEFOR and enemy pieces (SITEMP)).

XO/SGM: Assemble the staff - define the purpose of the Wargame:

XO
Facilitates process
Player participation
Honest mediator
Keeps it moving
No premature conclusions

- (a) Hasty or Deliberate
- (b) Box or Belt method
- (c) Box or Belt method
- (d) Allocate time to each event.

XO/Staff: Conduct battle using. Action / Reaction / Counteraction

OBJ Blow-up
Sketch w/photos
Detailed locations
Obst/wire (2 or 3)/mines
ADA / FA / MTR ranges
LOS
LP/Ops

Plans officer/S2/S-2 NCO: Post time/distance graphics. Assumptions - verify validity (may ID need for CCIR). List known critical points and decision points in order. List significant factors (4-8).

S2/ Thoughts
S2 honest enemy – unbiased
Enemy: who, what, where, when, why
What enemy expects of us
Our MPCOA / MDCOA to the enemy
Our vulnerabilities
Enemy vulnerabilities
Enemy Decisive Points
Enemy R&S: their NAIs, TAIs, assets
Enemy IF plan and HVT on us
Enemy obstacle plan purpose
Deception plan
What do we want the en to believe?
Can we convince him?
Use dummy positions?

Course of Action Analysis Cont-

SIGO
How to best communicate
Locations
Radio / signals / markings
Wire vs radio

XO: Select wargame method Box, Belt, Ave in depth, Combine

SGM: ID recorder and recording technique and IDs a graphics updater / visual aid changer

XO/Staff: Conduct wargame

- (a) Fight battle by chronologically selected critical events
- (b) S2/S3 fights the battle and moves the units

- (c) SGM delegates someone to update graphics/control measures as changes happen
- (d) XO/S-3/S-4/CSM, cover contingency plans - CATK, CasEvac, resupply, C2
- (e) SGM, Correlation of forces and means and relative cbt power
- (f) S1/CSM, casualty, treatment, evacuation assets, CCPs/AXPs, routes
- (g) S4/NCO, critical WPN/SYS losses, ammo, fuel use, trains reqd/loc, MSR routes, timing

WARNO 3	Location vs time effect
Cdr's COA	Who controls?
Concept of Opn	Cntr measures
Task Organization	
Company Tasks	
Draft of Graphics	
ADA officer	
Priority protection	
Location	
Tgt lines	
ENG	
Location time task asset	
Rqmt breach, mine, Cl. IV	

SGM responsibilities in COA. Task/delegate an NCO to collect and prepare tools/charts/products

- (a) Prepare unit icons for movement on the map
- (b) Blank sheet of acetate on the map
- (c) Post the assumptions
- (d) Post the COA sketch and statement
- (e) Post the evaluation criteria
- (f) Prepare the sync matrix w/appropriate task organization
- (g) Serve as a war-game recorder
- (h) Conduct war-game session
- (i) Post war-game briefing chart (if required)
- (j) Monitor time and keep the staff on track

Products out: COA confirmation briefing charts (Staff), Update RFI (SGM / Ops NCO)
Wargame worksheet (S3) and WARNO 3 (Btl Cpt)

6. Course of Action Comparison/ Synchronization

XO:

- (a) Prioritize key events for synchronization
- (b) Follow synch matrix
- (c) XO announces event
- (d) Staff estimates
- (e) Use action/reaction/counter action
- (f) S-2 gives enemy actions
- (g) S-3 gives BLUEFOR actions
- (h) Each BOS rep identifies their actions
- (i) Staff calculates time for each event
- (j) Staff identifies control measures required
- (k) Identify decision points
- (l) Assess risk

- (m) Compare COAs
- (n) Recommendation (COA)
- (o) Complete staff estimates

SGM/BNCO:

- (a) Assemble the briefing products
- (b) Post appropriate decision matrix format for use during comparison
- (c) Post decision briefing chart
- (d) Make recommendations
- (e) Record/post commander's guidance
- (f) Support briefing requirements
- (g) Inspect the terrain model

CHEMO: Records all information

Products out:

Synch/timing Matrix (CHEMO), Opns overlay (S3), Decision Support Matrix (S3) Execution Timeline (S3), Update RFI (Ops NCO), Decision Support Template (S3) OPORD/Task Org Changes (Btl Cpt) and produce WARNO #3.

7. Course of Action Approval

Commander

- (a) Select COA
- (b) Assess risk
- (c) Specify type of order
- (d) Further guidance on contingency plans/rehearsals

8. Orders Production

- S2/S3/S4:** Base OPORD
OPORD ANNEXES:
- Battle CPT:** ANNEX A,
Task Org
- S-2:** ANNEX B, Intelligence,
IPB
MCOO
Enemy SITMP, Enemy AA
R&S plan
- S-3:** ANNEX C
OPS overlay
- CHEMO:** ANNEX C
Execution timelines
- FSO:** ANNEX D
Air support
FA support
Fire support overlay
Fire support matrix
FS target worksheet

Order is:	
Authoritative	Complete
Simple	Positive
Balanced	Timely
Concise	Flexible

Orders Production Cont-

- Engineer:** ANNEX F
ENG overlay
ENG matrix
Obstacle plan
Obstacle exec matrix
- ADA:** ANNEX G
ADA overlay
- S-4/S-1/CSM:** ANNEX I
CSS overlay
CSS matrix
Traffic plan
Road movement table
- S-3 Air/LNO:** ANNEX O
Air routes overlay
- S-5:** ANNEX U
CMO operations
- SGM/BNCO:** Ensures complete order, QC reproducibility
- Battle Cpt:** QC order content, inventory control
- SGM/BNCO:** Reproduces order
- RTO/OPS NCO:** Make final adjustments on sand table/terrain board
- SGM/BNCO:** Prep order brief
- All:** Rehearse OPORD brief

Introduction	5
Bde IPB picture / threat	5
S3 Bde mission, concept, Task Org	5
S2 IPB in TF zone (ID hard vs soft data) (R&S plan, terrain, light/weather, templates)	10
Cdr Intent	5
S3 TF scheme of maneuver	15
FSO FS (how helps concept, assets)	5
ENG CINC Engineer	5
ADA ADA status, locations, priority of support	5
S4/CS CSS concept, CASEVAC, Class M I, III, V, LRP, emergency re-supply	10
S3 DST, Coordinating Instructions	5
Cdr Final comments	5
Cdr Backbriefs	
Total:	85

Products out:

OPORD (Ops NCO/S3) see distribution log for OPORD recipients
 OPORD ANNEXES (S3, Staff), Prep OPORD brief (Staff) pdate RFI (Ops NCO)

Information Management

Section I. The Role of the SGM in Controlling and Managing Information Management

1. **SGM Role in Information Management.** The SGM must ensure all information within the TOC is being disseminated properly and in a timely manner from each slice element. The staff NCOs are responsible for battle tracking, this can be described as collecting, processing and disseminating information, in all its various forms. More specifically, collecting from the many sources that provide information to the Rear CP/SPT BN TOC, processing it into a useable format for the commander and staff, and not only disseminating it, but getting it to the right people at the right time. The SGM must ensure he or she reads all FRAGOs that come and go out of the command post, the SGM should spot check all reports ensuring these messages are properly staffed. This may include spot-checking other slice elements within the TOC. The SGM / NCOIC must ensure all graphics and control measures are up to date and accurate. One of the most important TOC functions of the BSNCO / NCOIC and slice NCOICs is the posting and updating of maps and overlays. TOC maps and digital systems provide commanders and staff the best possible snapshot of the battlefield. Listed below are some of the doctrinal guidance the Army provides us to accomplish this task below.

2. **Battle Drills.** The staff should execute all TOC functions as a battle drills. All soldiers, down to the lowest level should have a good understanding of these drills. The objective of the battle staff drill is to create the best plan within a given time constraint. The time constraint should be managed using the one-third/two-thirds rule: one-third of the available time should be used for staff planning, and two-thirds of the time should be allowed for subordinate companies to plan and execute. Subordinate unit commanders may even want to conduct their own planning process. A warning order should be given to the subordinate units during the one-third of the time allotted for staff planning; this order will alert them to the mission. The resulting plan will not be perfect, but it will be a good starting point for the operation. Remember that an average plan that is complete and executed on time is better than a superior plan that is incomplete, executed late, or requires all of the subordinate units' planning time to finish. The battle staff drill is a frame of mind as well as a process. To be successful, information must be as accurate and current as possible. This drill focuses staff efforts on the CCIR's. Use of CCIR's increases the staff's chances of developing a successful plan by providing the right information in an easily understood format. A display called the coordination board is updated with CCIR's to provide a ready reference for the staff during planning and execution.

3. The sample distribution flow plan below is basic, but gives the SGM a good framework to start from when designing your unit's plan for information management

4. Information flow:

- (a) Information enters TAC, TOC and Rear Support area.
- (b) RTO records information on a standard message form. RTO passes a copy to the battle NCO; NCO retains a copy for the journal. RTO then enters information into the journal and places the standard message form in the journal file.
- (c) The NCO analyzes the message and recommends distribution of the message to the battle captain.
- (d) Upon the battle captain's approval, the NCO distributes the message to the appropriate sections within the CP.
- (e) The NCO also instructs the RTO to pass the message to other units / staff sections if necessary. This will be done by digital or analog by email or placing this information on the tactical web page.

- (f) If the information needs posted to the map, the battle NCO will post this information to the map.
- (g) Multiple copy messages forms allow distribution to all staff sections at once. With one copy message forms, prioritize the distribution of the message. For example, if the message has to do with incoming enemy aircraft, the air defense officer should see it before the chemical officer. In some cases ATTENTION in the TOC is required.
- (h) Once the information is distributed, and acted upon, the NCO tells the RTO what actions were taken. The RTO records the actions taken in the journal. In the actions taken block, record who was informed, was the information posted on the map, and any other actions the message generated.
- (i) The process is complete when the NCO verifies that everyone that needs to know the information has it, and the information is recorded so that it can be useful at a later time.
- (j) Sending messages digitally. Specific messages may need a response. Either the message goes out by e-mail with the sender knowing who open the attachment/e-mail, placed on the LAN. The COP NCO/battle NCO has to consciously check for updated or new FRAGOs. A phone call may be needed once the FRAGO is placed on the web page / LAN, the phone call from the receiving unit will be executed. The battle NCO must ensure all slice elements within the TOC know a FRAGO from higher HQs has been received, this may call for an "ATTENTION IN THE TOC FRAGO 10 is on the LAN".
- (k) The SGM should ensure the TOC keeps the battalion / task force informed of any action or development that might influence the battle. One technique is to provide an Intel summary from analyzed reports off the O&I net. This summary should be concise and should be given periodically over the battalion net or updated on the tactical web page. This summary could also be used to inform higher headquarters.
- (l) The SGM will conduct NCO huddles daily to ensure there are no problems in the information flow. (Recommend every 6 hours).

5. Updated products:

- (a) Answers to CCIR and IR. Each slice element RTO / COP NCO will have a current copy or know the commanders CCIR, FFIR, PIRs and IRs. If one of the following is answered, the RTO, NCO or officer will announce ATTENTION in the TOC.
- (b) Status of CL III, IV, and V supplies that will affect the current battle.
- (c) Charts are up to date. Current battle execution aides, i.e., synchronization matrices, execution checklists, execution matrices, OPSCHEDs, etc., to track current operations. Graphics are up to date.
- (d) Ensures that the squadron/brigade staff is prepared to receive, evaluate and disseminate information.
- (e) Keeps soldiers informed of the current situation.
- (f) Ensures journal clerks are preparing staff journals; updating maps and charts; tracking CP information flow and ensuring units are updating their combat power IAW the battle rhythm.
- (g) All current OPLAN, OPORD, and FRAGO received or being prepared for distribution are approved by the S-3 before disseminated / staffed to each slice element and posted on the tactical web page.
- (h) BATTLE TRACKING: Minimum critical information (MCI) that should be tracked in the battalion TOC (both friendly and enemy forces) includes: relative combat power, unit locations,

obstacle overlay, execution matrix, task organization, and personnel status. NCOICs will track combat power one (1) up and two (2) levels down.

(i) Prepare supervise all operations overlay. All overlays are inspected by the SGM / NCOIC before they are distributed.

(j) The SGM should ensure the TOC keeps the battalion/task force informed of any action or development that might influence the battle. One technique is to provide an Intel summary from analyzed reports off the O&I net. This summary should be concise and should be given periodically over the battalion or BDE net or posted on the tactical web page. This summary could also be used to inform higher headquarters.

(k) Advise and assist staff on elements of BOS that support/impact their staff function.

(l) SIGACT boards. Two to three SIGACT boards may be needed to track several situations. Separate boards (butcher paper) will be used for each significant situation. Red represents enemy significant events and blue represents friendly significant events. Color codes PIR / CCIR

6. **Command post actions upon receipt of a message.**

- (a) Upon receiving a message, the CP staff will--
- Log receipt of the message.
 - Acknowledge understanding and receipt of the message.
 - Ensure each section in the CP receives the information.
 - Take the necessary action, using combined arms with integrated CS and CSS.
 - Post the information.

7. **Automated Information Flow.** TACLAN (Tactical Local Area Network) will require the implementation of the following procedures. Without a web server we will be using e-mail for most communications. **Actions without a web server:**

- (a) All incoming email will be logged and classed by the COP NCO or computer operator. Critical and important classed emails will be archived for future reference.
- (b) The battle NCO with the help of the NCOIC will ensure and oversee the compilation of incoming data and assure that the unit information is up to date.
- (c) All important and critical email going out will be approved by the battle captain or operations NCO.
- (d) At least 3 distribution list or mail groups will be established for mail distribution and they are:
- Command (Troops/company) or (battalions)
 - All
 - Staff sections
- (e) All reports will be in the specified format designed designated by the SOP.

8. **If a web server is available the following will be implemented.**

- (a) The battle captains and NCOs from both shifts will decide what reports need to be automated (turned into a web page) using the web server. This is should be outlined in the SOP.
- (b) Once they are automated the battalions level commands (if you're a brigade) will be required to update their portion IAW the battle rhythm.

- (c) Emails will be sent to the brigade operations center to notify the staff that updates have been made.
- (d) All incoming emails to the TOC for updates should be sent to one centralized email address.
- (e) All incoming email will be logged and classed by computer operator / COP NCO. Critical and important classed email will be archived for future reference.
- (f) The NCOIC will spot check and oversee that all information coming into the command post is updated on the web page and is up to date.

9. Information management and battle tracking are keys to a tactical operations center (TOC) or an administrative and logistics operation center (ALOC / CTCP) success. Most information that units need or request is probably in the TOC already. Journals or logs are more than a record of radio messages. Staff officers or NCOs must be proactive in getting critical information. All overlays will be checked by the SGM or NCOIC, they will be checked for neatness and accuracy, ensuring all information is displayed IAW the new FRAGO/OPORD.

Example

Item	Updated by	Alternate
Status Boards	Recorder	Battle NCO
Combat Power		Battle NCO
SGM		
Attack from the March Diagram (slant tracking)	Recorder	Battle NCO
BP & Obstacle completion (Defense only)	Recorder	Battle NCO
SF, CP, RP Matrix (Road March only)	Recorder	Battle NCO
Mission and Intent of Higher HQ	Battle NCO	Battle CPT
Mission and Intent of Bn	Battle NCO	Battle CPT
Call Signs and Frequencies	Recorder	Battle NCO
Challenge and Password	S-2 Battle NCO	S-2 Officer
Critical Events (wing-board size)	Recorder	Battle NCO
Event Timeline (poster size)	Recorder	Battle NCO
SITBook (all of the above, in one binder)	Recorder	Battle NCO
Operations/Intel Map	NCOIC	Battle CPT & S2
Briefing Map	Battle NCO	Battle CPT & S2
Master Log (DA Form 1594 w/messages & action)	Battle NCO	Battle CPT
S2/S3/FSE Logs (DA Form 1594s w/messages)	Ops NCOs	RTOs

Section II. Maps, Graphics and Overlays

1. **Maps.** CPs maintains information in the form of easily understood map graphics and charts. Status charts can be combined with situation maps (SITMAP) to give commanders friendly and enemy situation snapshots that are needed for the planning process. The information can be updated quickly. For simplicity, all map boards should be the same size and scale, and overlay mounting holes should be standard on all map boards. This allows for easy transfer of overlays from one board to another.

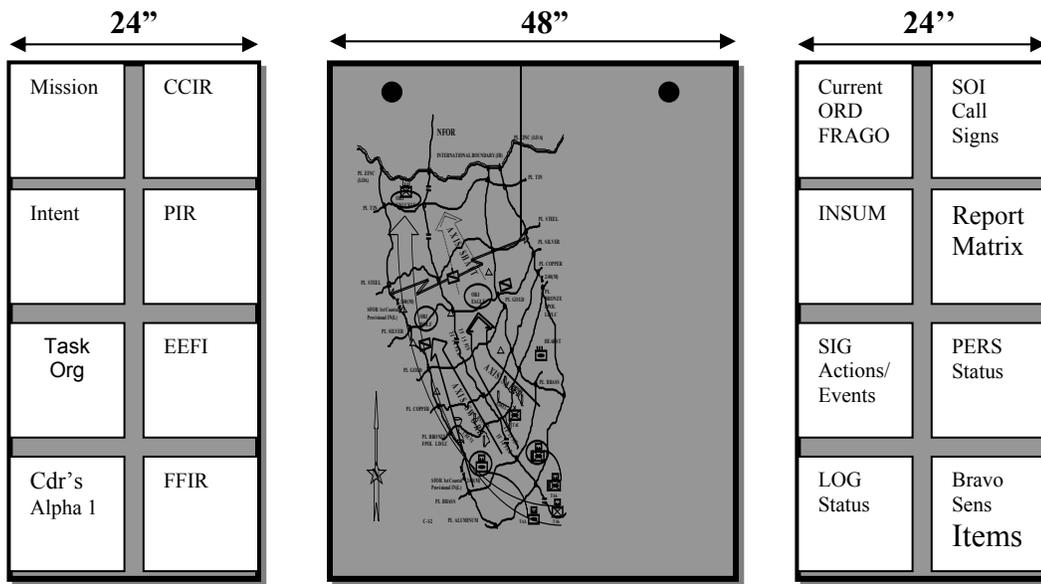
2. The SGM / NCOIC will ensure all slice elements maps and charts are IAW with The TOCSOP. All command post maps will be mounted on an M577 standard map board and covered with clear acetate, taped down with 100 mph tape. Locate and mark any grid zone boundaries with 1.5" high, wide tip, alcohol marker. All friendly and enemy graphics/icons, graphic control measures, all symbols will be IAW FM 101-5-1

3. The S2/S3 will order and stock a basic load of five sets of maps. Each set is for a potential area of operations. Two sets of terrain analysis maps will also be stocked.

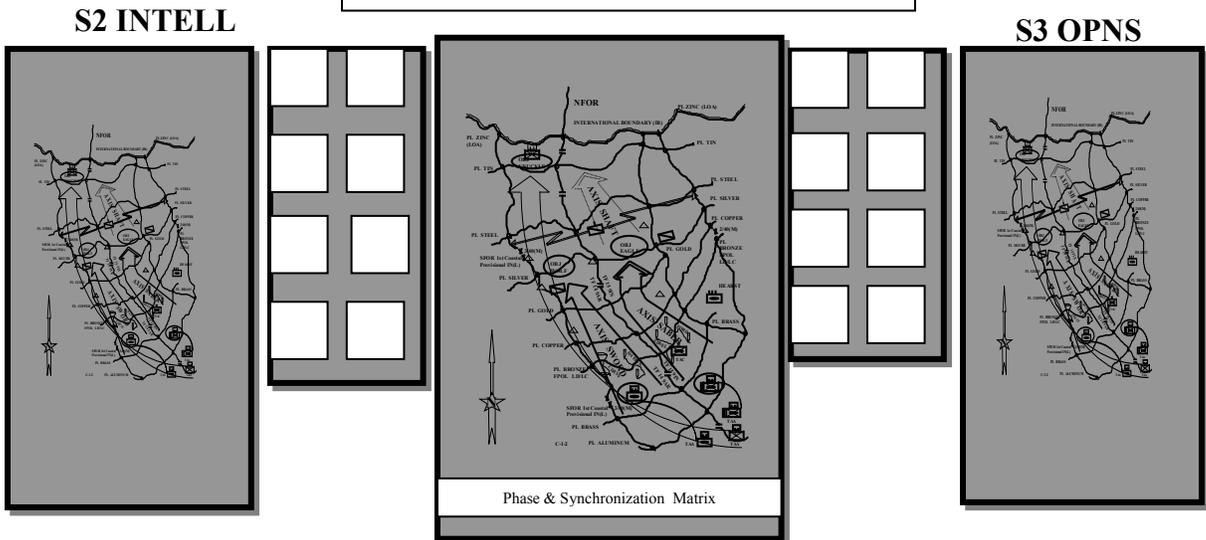
4. The TOC will operate with three sets of maps, each mounted on a map board. One will be used for operations, one for intelligence information, and the other as a briefing map. One set of maps will be assembled and used on jumps.

5. The criteria for the map boards are the following:

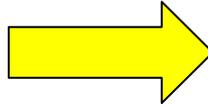
- (a) Must be able to be used in vehicles
- (b) Interchangeable map
- (c) Durable
- (d) All map boards will be the same drop
- (e) Lightweight
- (f) Provide adequate map protection



TOC SNAPSHOT OF MAIN FRONT LAYOUT



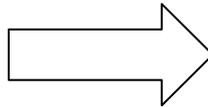
(b) **WIND DIRECTION (Yellow Arrow)** - Located in top right corner of map board. ICONS will have direction, speed and as of DTG



(c) **FSCL (Blue Arrow)** – FSCL arrow-markers located on both sides of the graphic for current location (S3). Fire Support Coordination Line. (FSCL is the line beyond which all systems may attack targets). The FSCL will have location and as of DTG.



(d) **CFL (White Arrow)** – CFL White arrow markers located on both sides of the graphic for current location (S3). Coordination Fire Line. (CFL-line beyond which surface to surface systems may attack . The CFL ICON will have location and as of DTG



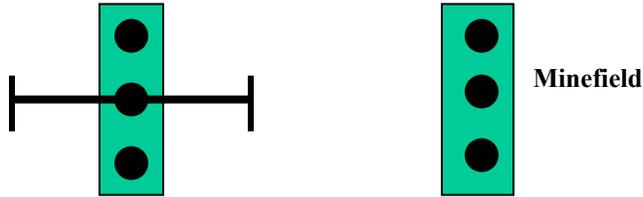
(e) **Control Measures.** Commonly used control measure/graphics.

<p>Forward Edge of Battle Area (FEBA)</p> <p>FEBA ⊗ ⊗ FEBA</p> <hr/> <p>Actual Trace of the FEBA</p> <p>FEBA ⊗ ——— ⊗ FEBA</p> <hr/> <p>Principle Direction of Fire</p> <p>(PDF)</p> <hr/> <p>Strongpoint</p> <hr/> <p>Target Reference Point (TRP)</p>	<p>Areas (General)</p> <p>Friendly </p> <p>Enemy </p> <p>Friendly planned/On order </p> <hr/> <p>Assembly Areas</p> <p>Occupied </p> <p>Occupied by Multiple Units</p> <p>1-32 2-25 </p>
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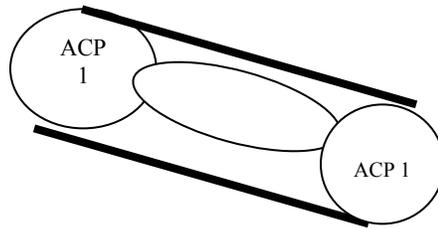
(f) **Class V supply point.** Known as a ammo storage site. Drawn in the color black. The point of the icon represents the location.



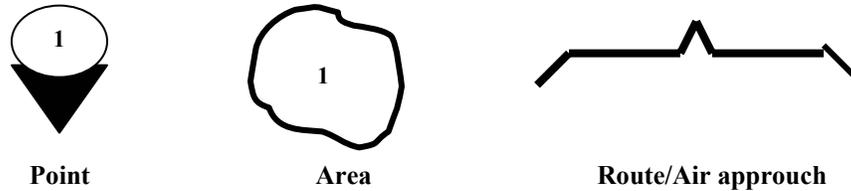
(g) **Breach minefield.** Minefield is depicted in the color green with black circles depicting the mines. A single black line depicts the route in which the minefield is breached.



(h) **Air control points.** Normally this is depicted in blue or black. Depicts the aircraft flying routes or flying corridor



(i) **Known area of interest.** 3 types Point, Area and Route/Air Approach.



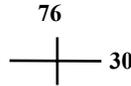
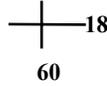
(j) **ICONS- Friendly/enemy.** Friendly icons (a) will be depicted in either blue or black. Enemy icons (b) will only be depicted in red. All Icons will be IAW FM 101-5-1 Ref a/b



SIZE INDICATORS			
Installation	■	Regiment	lll
Team/Crew	∅	Brigade	X
Squad	●	Division	XX
Section	●●	Corps	XXX
Platoon/Detachment	●●●	Army	XXXX
Company	I	Army Group	XXXXX
Battalion	ll	Region	XXXXXX

(k) **CLASSIFICATION-** All overlays will display two grid reference crosses. One will be positioned on the upper left, and the second in the upper right of all drops. All drops will use the same locations. These references are placed on the overlays to ensure that they are properly positioned on maps being used by the sections to brief the operation. The following example will be shown at the top of each overlay: ANNEX C (OPERATIONS OVERLAY) to OPOD 23-01 (55 MECH DIV) REF: MAPS SERIES L754, 3222-I, 3222-II, 3222-III, 3222-IV, Ed. 2, SCALE: 1:50,000

UNCLASSIFIED

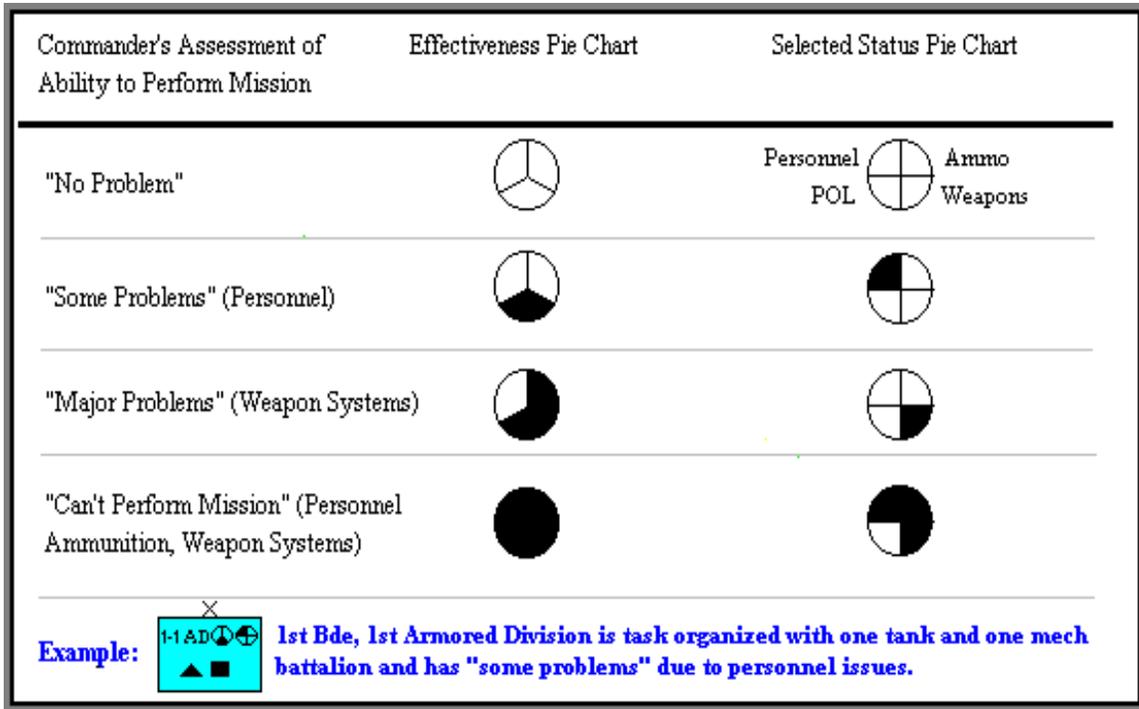


Section III. Charts

1. **Charts.** The SGM will spot check the section NCOICs ensuring all boards / display charts are up to date and accurate and clean. All section NCOIC will ensure:

- (a) All charts will be updated when unit status changes or IAW the units battle rhythm.
- (b) All section NCOIC are responsible for ensuring the current OPS charts are updated. This information will be conducted directly through the S-3 battle NCO/NCOIC.
- (c) All sections will track combat elements one level up and two levels down.

TF/BN:		COMBAT POWER					DTG: _____					
UNIT	Vehicles/Inf Sqd/Tanks/Tubes				Location	Enemy Contact	Status	CDR's OVERALL				
							Personnel - CLIII - CLV					
TM/CO	TANKS	1 2 3 4 5 6	7 8 9 10 11	12 13 14	GRID	WHITE - No Contact YELLOW - Contact Confirmed RED - In Contact / Contact Imminent	<table border="1"> <tr><td>SYS</td><td>PERS</td></tr> <tr><td>AMMO</td><td>FUEL</td></tr> </table>	SYS	PERS	AMMO	FUEL	○
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SCOUTS	HMMWV	1 2 3 4 5 6	7 8 9 10		GRID							
MORT	TUBES	1 2 3 4 5 6			GRID							
KEY LOCATIONS												
TAC	MAIN	FLD TRNS	CBT TRNS	AID STATION	UMCP		STATUS:					
6 DIGIT GRID	6 DIGIT GRID	6 DIGIT GRID	6 DIGIT GRID	6 DIGIT GRID	6 DIGIT GRID		GREEN: > 80%					
							AMBER: 79% -					
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Section II. Color codes.

1. Required recurring reports are listed below.

- (a) Use the following color designations for all reports, as appropriate. Remember that FM 101-1-5 and FM 3-25.6 have two different reporting percentages.

Reporting Color Codes

COLOR	RELATIVE TO MISSION	RELATIVE TO RESOURCES
Green	Can Accomplish Assigned Mission	80-100%
Amber	Can Accomplish Assigned Mission With Some Difficulty	60-79%
Red	Serious Difficulty Accomplishing Assigned Mission	40-59%
Black	Can Not Accomplish Assigned Mission	0-39%

- (b) FM is the last priority means for transmitting reports. If reports must be submitted via FM, use the O&I or A&L net. Digital units will send all reports by updating their specific unit/higher HQs web page or by e-mail reports to higher HQs.

(c) Only BN / TF commanders and S3s are authorized to submit reports on the BCT command net.

(d) Couriers / LNOs carry a diskette or CD with all information and a hard copy of the report they are submitting or ensures the unit is updating their tactical web page.

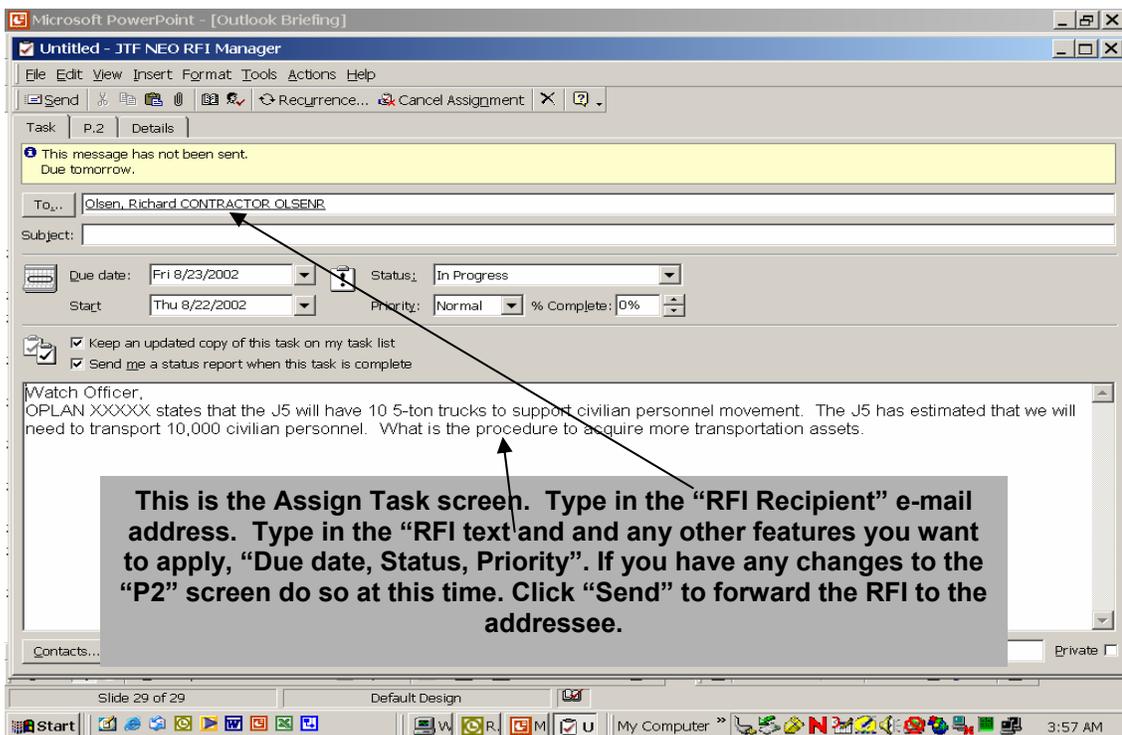
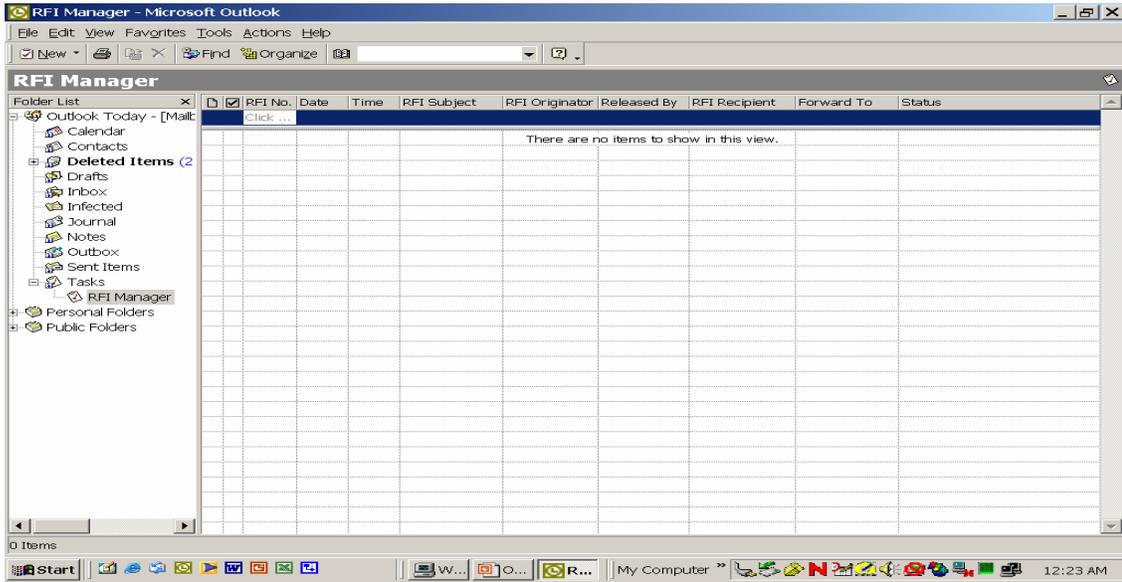
Section IV. Journals and journal files. DA Form 1594. (Information Management)

1. The SGM / NCOIC's of each section are responsible for maintaining a journal and filing the journal. The SGM /NCOIC will spot check to ensure all staff section DA Form 1594's are up to date and filed properly. The SGM and section NCOICs will ensure the journal is maintained as follows:

2. **Journals.** The purpose of the journal is to keep historical information on periodic reports, messages, memorandums, conference notes, maps, overlays and copies of orders. The following sub-paragraphs explain the proper procedures for maintaining a journal and proper procedures for filing. A journal is a chronological record of events about a unit of staff section during a given period. The journal is an important aid to the efficient conduct of operations. It provides a ready reference for the commander and staff and serves as a permanent record for training matters, operational reviews, and historical research. The journal is maintained on a DA Form 1594 and normally covers a 24-hour period. (Note: the Sergeants Major Academy interprets a 24-hour period to mean a calendar day from 0001 hours to 2400 hours.) The heading of the journal designates staff section, organization, location, and period covered.

- (a) **Time period and filing:** The journal will start at 2400 hours and end at 0001 regardless of what time shift change starts. After the 24 hour period the journal will be signed and placed into a folder. The front cover of the folder will be marked with the date time group. Digital DA Form 1594's will be downloaded at the end of the 24 hour period and also filed the same way as an analog journal.
- (b) **From, column:** This column is added to quickly identify the source of the information that has been received. If call signs are used in the "From" column, include signal operating instructions (SOIs) so that they can be identified. Remember that this form serves as a permanent record for training operations, operational reviews, and historical research.
- (c) **Topic, issue, action, message, orders, etc." column:** This column remains essentially the same. It is a brief synopsis of all essential details of the incident, message and order. This column is the *what do I know?* Portion of the methodology. Information should be very specific. This column can also record follow-up information or directives to a previous message that require different staff action or notification.
- (d) **"Action taken" column:** Logged is not an action. This column is where the greatest change has occurred. It provides guidance for both. *Who do I tell or what do I need to do* and *did I tell them or do it?*
- (e) **Journal cover:** Journals must be in a covered folder.
- (f) **The "out" column:** Is used for actions we initiate.
- (g) **The hour/date block:** This indicates the time and date when the page was opened and closed.
- (h) **Legend:** Use the Staff Journal Template for posting information. The only authorized entries in the action taken column are: B – Briefed Battle Captain, D – Distribution, F – Filed, S – SIGACT, I – Informational purposes only, M – posted to the map.
- (i) For information on DA Form 1594 and filing refer to AR 340-18-12 and AR 220-15 provide a reference for completing DA1594.

(d) **Controlling record for information (RFI's).** Develop a RFI Tracking system using Microsoft Outlook, an Excel spread sheet by design or use a published form to include the DA Form 1594. Building your own RFI manager for the unit is easy and not difficult to manage. If the unit has a web page that is user friendly managing RFI's is the way to go. If the unit has public folders and has sharing rights this may become difficult when soldiers have to look for specific public folders, in some cases units have found this difficult when looking through hundred of files and sub-folders to find the RFI folder. To create a public folder you must have permission to create folders in an existing public folder. Check with your systems administrator.



Shift Change / Sleep Plan

Section I. The NCOs Role in Shift Change / Sleep Plan

1. SGM is responsible for the shift change and selecting NCO for specific shifts. The commander may want several Battle Updates Briefs through out the day. The SGM and NCOIC will be responsible for ensure briefing areas and shift change personnel are present for shift change. The SGM will ensure that shift are altered and balanced.

2. The SGM will ensure the following:

- (a) The SGM must have a designated briefing area; this area may be the current OPS area. This area must be large enough to accommodate briefings by the staff to the commander. This briefing area also can be used by other staff agencies to conduct other activities without interfering with the current operation.
- (b) Briefing area is set up and organized well in advanced.
- (c) All on coming shift NCOs are present during the brief.
- (d) Identifies a recorder.
- (e) Ensures all slice elements have their information slides turned in, and received to the battle captain in a timely manner.
- (f) Accounts for all slice elements (roll call).
- (g) The CSM/SGM always has a portion of the brief. The SGM may want to talk about security, reporting procedures, TOC organization, Information management issues, resupply operations and maintenance.
- (h) Ensures all slice element NCO conduct their own internal shift change brief.
- (i) Establish criteria to wake senior leaders when their presence is required as circumstances change.
- (j) Establishes a plan to update senior leaders after rest periods – intelligence briefings or commander updates by the staff.
- (k) Recommend to the staff that they include a sleep plan in the Mission, Enemy, Terrain, Troops and Time (METT-TC) analysis.
- (l) Post sleep plans in CPs.

3. **Timeline with the leaders' / soldiers rest plan.** The SGM and NCOs will ensure everyone pulls a fare share of TOC duties, guard duty and rest period. The following is the criteria for the 3 shift plan

- (a) All soldiers will pull 3 different work shifts: TOC duty, guard and rest plan.
- (b) The SGM / NCOIC will ensure all soldiers do not pull more than a 12 hour TOC work shift. Soldiers on guard will not pull guard more than 2 hours and have 4 hours off. Soldiers will get at least 6 hours off for their rest period.

- Location of the CSM
- Location of the S3/XO
- Location of the SGM

(f) Guard Force Situation

- Location of security/OP
- Guard roster/time schedule

(g) Future operations

- Orders/Plans to be produced
- Orders due to higher
- Contingency Missions

(h) Reports

- Significant events and status
- Reports last sent
- Actions required by next shift
- Reports due early next shift
- Review Staff Journal

(i) Questions Period

Section III. Priorities of Work for Off-Duty Personnel.

1. The SGM / NCOIC will ensure that all off duty soldiers report to him or her after their shift has ended. Each vehicle commander / section NCOIC will conduct specific priorities of work after their shift has ended. Section NCOs may coordinate with the SGM prior to their shift change to conduct priority of work tasks. The following tasks will be conducted after each shift change:

- (a) Maintenance of equipment, weapons: All section and crew served weapons will be cleaned and inspected by section NCOIC. Vehicle maintenance, each NCOIC will conduct maintenance checks IAW with proper TM, all vehicles and generators will be TOP-OFF.
- (b) Improve fighting positions: All NCOIC will inspect their assigned OP positions for updated range cards, cover and concealment; OP site is sanitized and check all additional equipment for service-ability
- (c) Rest.
- (d) Personnel Hygiene.
- (e) Chow.
- (f) Stay out of CP when off-duty, unless called.

2. Many of the tasks stated above can be accomplished before their shift ends.

NCOs Role in Command Post Security

Section I. The NCOs Role in Command Post Security

1. SGM will select an NCO (master gunner/S-3 NCOIC) that controls all security operations in and around the TOC area. The SGM will task delegate the master gunner to exercise control over all external TOC security.

2. Command post security. **Consider the following OPSEC measures when positioning the CPs:**

- (a) The brigade CPs best security comes from frequent repositioning.
- (b) Do not erect any signs advertising CP locations. Disperse CP vehicles and ensure all vehicles and equipment are camouflaged. Maintain noise and light discipline.
- (c) Post a security force to protect CPs. Establish security force positions as in any defensive position and maintain a 360-degree perimeter. Position the security force far enough out from CPs to prevent enemy direct fires on the CPs and equip it with antitank (AT) weapons to protect CPs from enemy armor. Also establish a reserve reaction force. Establish communications between the security force and the CPs. Always rehearse the execution of the perimeter defense.
- (d) At brigade level, the security force consists of support area personnel and off-duty personnel. The command group may assist in securing a CP if they happen to be collocated. Units are rarely able to employ combat elements to help secure a CP. Often; however, CP survivability depends on concealment and mobility.
- (e) The following are some OPSEC techniques to consider: The enemy threat is reduced when command, control, and communications assets are positioned off major enemy mounted avenues of approach. CPs should be positioned so the enemy bypasses them. If antennas are remoted outside the perimeter, employ listening posts (LP) or OPs to secure them. Disseminate near and far recognition signals to all subordinate units and elements of the CP. These signals, challenges, and passwords are used to control access into the CP perimeter. In case of artillery or air attack, designate a rally point and an alternate CP location at a minimum of 500 to 1,000 meters away.

3. **Sector sketches and range cards.**

- (a) At a minimum each sector sketch will have the following:
 - Grid arrow north
 - Platoon/Section Identification
 - Date and Time
 - Enemy avenues of approach Maximum Engagement line
 - Key Terrain
 - Engagement areas
 - Primary/Alt/Supp positions
 - Pri/Alt sectors
 - Maximum Engagement line
 - Crew served positions, AT positions, individual positions, and locations of night sights
 - TRPs
 - Recommended indirect fire targets /FPFs
 - LP/Ops and routes (to and from)
 - Dead space

- Land line routing
 - Roads and pathways
 - M-8 alarms
 - Obstacles
- (b) Prepare the range card.
- Fill in the DATA SECTION.
 - Determine magnetic north.
 - Sketch in magnetic north.
 - Determine the location of the gun position in relation to a prominent terrain feature.
 - Sketch in the primary sector of fire with a PDF of FPL.
 - Label the targets.
 - Sketch in the secondary sector of fire.

STANDARD RANGE CARD
For use of this form use FM 7-71. The proponent agency is TRADOC.

SQD 2^D
PLT 2^D
CO _____

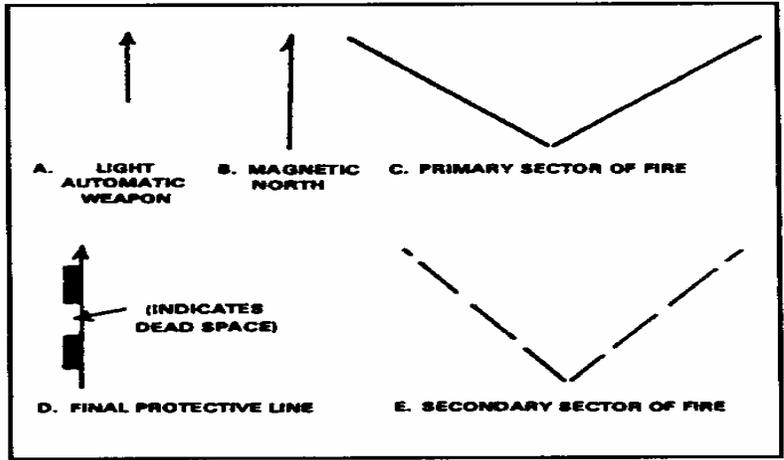
May be used for all types of direct fire weapons.

MAGNETIC NORTH ↗

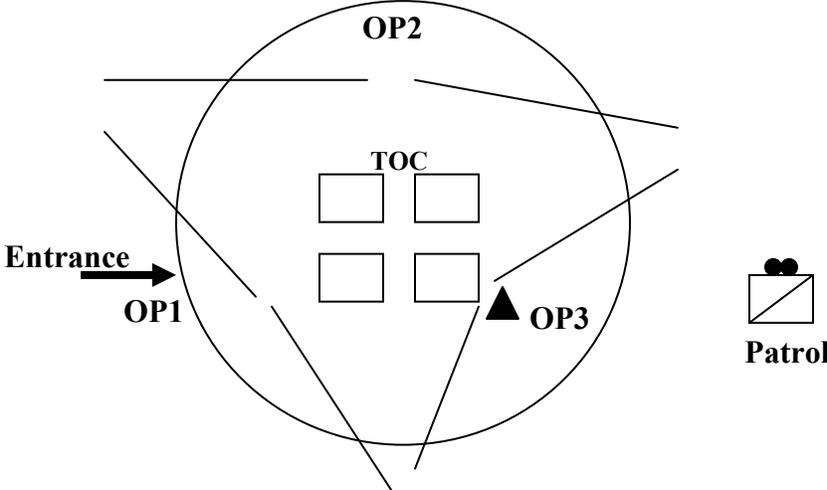
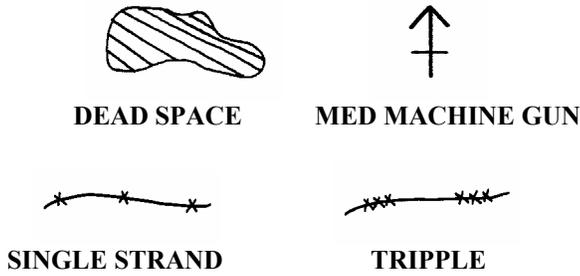
DATA SECTION

POSITION IDENTIFICATION			DATE <u>20 APRIL</u>		
WEAPON <u>M 60</u>			EACH CIRCLE EQUALS <u>100</u> METERS		
NO.	DIRECTION/DEFLECTION	ELEVATION	RANGE	AMMO	DESCRIPTION
<u>1</u>	<u>-</u>	<u>+50/3</u>	<u>550</u>		<u>FPL</u>
<u>2</u>	<u>R275</u>	<u>+50/45</u>	<u>525</u>		<u>BARN</u>
<u>3</u>	<u>L102</u>	<u>0/28</u>	<u>425</u>		<u>ROAD JUNCTION</u>
<u>4</u>	<u>L370</u>	<u>0/12</u>	<u>375</u>		<u>Boulder</u>

REMARKS: ① - 4
② TW N/18



Example range card symbols



4. **Guard shift:** The main task of the person on guard is, of course, to keep an eye out for enemy troops. The guard will act as a forward observer reporting to the person in the command post any enemy sighting to include troops, vehicles, and aircraft. The guards will also listen for other battlefield noises such as small arms fire, explosions, screaming, etc. It will be the guard's responsibility to alert the rest of the TOC personnel if enemy troops are spotted approaching the site. Most likely it will be the guard that initiates the change of shift. The person in the TOC can not leave until someone is prepared to replace him, therefore the NCOIC/master gunner must awaken those on the sleep shift, usually 10-15 minutes prior to the shift change in order to allow them time to prepare for their shift. The guard will also spend some time making improvements to the OP site. Guards/OPs/patrols will not pull more than 2 hour shift. All TOC personnel including attachments will pull guard. The following sections are responsible for OP1: S-3, OP2 Fire support and S-2, OP3 ENG and ADA. Any other attachments will provide security outside the wire.

5. **Shift change:** During the shift change, the current situation and any special instructions are passed to the oncoming shift. Once inside the TOC, the master gunner will review the log, change the batteries in the radio and system, if necessary, and make a communications check with the TOC and other OPs. Communications checks generally take place hourly (always at the bottom of the hour so that the team can DF any enemy radio checks at the top of the hour). The gurads will send all reports to the TOC on the ADMIN LOG net, which in turn the master gunner passes them on to the appropriate level if needed.

6. **The master gunner will conduct the following:**

- (a) Conduct operations security [OPSEC] procedures. Ensures OPSEC is controlled inside the TOC and outside, Task your Intel NCO (S-2) to have a plan for OPSEC procedures.
- (b). Ensures all slice elements within the TOC (If Bn or smaller) are part of the security force.
- (c) Briefs the CO/1SG on security concerns.
- (d) Maintains a security chart and locations of OPs and patrols inside and outside the wire.
- (e) Spot checks guards/OPs.
- (f) Ensures fighting positions are to standards.
- (g) The SGM / master gunner should have a system emplaced to track all personnel that enter the TOC area. If commanders visit the TOC for briefings their drivers and gunners will be inform of the current tactical situation and they will be integrated quickly into the squadron defense plan.
- (h) Ensures everyone understands the TOC security battle drills.
- (i) SGM will ensure soldiers dig in hasty positions in their positions as soon as the tactical situation allows. These positions will be a body length long, slightly more than shoulder wide, eight inches deep and sloping down from head to foot. Sandbags will be used for cover to the front of the soldier.
- (j) All fighting positions will have two range cards drawn up. One will stay at the position; the second copy will go to the S-3 NCOIC / mater gunner.
- (k) During tactical moves and halts, all personnel will dismount vehicles and pull security. The driver and TC take a knee and pull security by the side of the vehicle, with the TC monitoring the radio. All other personnel move to a covered and concealed position within 15m of the vehicle, 5-10m from each other, and pull 360 degree security from the prone. During a long halt, guns will be set in and gunners will remain by their weapons to respond to fire missions and pull security there in the prone.
- (l) (OPs). Before being emplaced, the OPs will be briefed by the SGM or someone delegated by the SGM, to include a 5-point contingency plan and any special instructions. Special emphasis will be given to engagement criteria.

- (m) The SGM will ensure all off-shift personnel provide security, no longer than 2 hours on and 4 hours off.
- (n) The SGM / master gunner will ensure concertina wire will be used only during setup for sustained deliberate operations.
- (o) Natural camouflage will be used to the maximum extent possible.
- (p) The NCO will direct the emplacement of the M-22 ACADA.
- (q) When time and situation permit, the master gunner and SGM should direct camouflage of the TOC. Cover shiny surfaces and use natural materials to break up the outline of the vehicles, as a minimum. Enforce noise discipline and light discipline from sunset to sunrise.
- (r) The master gunner will assist the OPs SGM in developing the TOC defensive fire plan, to include:
 - Use of mortar FPF.
 - Crew-served weapons sector of fires.
 - Individual fighting positions.
 - Contingency for use of QRF.

Section II. Command Post Battle Drills (Security).

1. All TOC personnel will know and understand all TOC battle drills IAW the TOCSOP.
 - (a) **Air attack**
 - Personnel observing hostile contact will notify the TAC by most rapid means available using proword "Dynamite".
 - Passive air defense is the first priority.
 - If the TAC comes under fire, use all available assets to defend it.
 - On order, displace to rally point or alternate CP location.
 - (b) **NBC attack**
 - Alarm is metal on metal, M8 alarm, or 3 short blasts from vehicle horn or siren.
 - Personnel go to MOPP IV and begin monitoring.
 - Continue mission, start 256 kit, and DECON as required.
 - If required, displace to DECON site.
 - (c) **Artillery attack**
 - Alarm is loud explosion or proword "incoming"
 - Take cover and go to MOPP IV.
 - All vehicles will move out and regroup at a pre-designated rally point or 1500 meters in the 12 o'clock position, direction of XO or Squadron CDRs Bradley.
 - (d) **Dismounted direct fire**
 - OP or roving patrol detects enemy soldiers approaching TAC location.
 - OIC decides to fight or displace the TAC.
 - Report sent to TOC.
 - NCOIC leads quick reaction force when decision to fight is made
 - (e) **Mounted direct fire**
 - OP or roving patrol detects enemy vehicles.
 - OIC decides to fight or displace the TAC.
 - Report sent to TOC.

- ❑ Vehicles use direct fire systems and “wing-man” concept to destroy enemy vehicles.
- ❑ When TAC displaces, all vehicles move to a pre-designated rally point

(f) **CASEVAC**

- ❑ Combat lifesavers treat and determine injury.
- ❑ Contact BDE HHC 1SG: Report number and type of casualties / vehicles destroyed.
- ❑ Request Ground or Non-Standard EVAC if available.
- ❑ Utilize command HMMWVs for self evacuation if possible.
- ❑ Tie in with the closest Task Force CSS (Post graphics of AXP, FAS, and MAS locations).

Section III. Enemy Prisoner of War and Handling Procedures.

1. If the commander's and intelligence estimates predict the capture of large numbers of enemy prisoners of war (EPW) / civilian internees (CI), the OPORD should specify that the MPs are responsible for the collection and detention of EPW / CI in the brigade AOR. Some iterations of this task may be performed in MOPP4. ARTEP 71-3-MTP HEAVY BRIGADE COMMAND GROUP AND STAFF (1996/07/01).

2. If EPWs are found in and around the command post soldiers and NCOs should take the following actions:

- (a) The OPS SGM/ S-1 and S-4 will designate a location outside the TOC area to detain and process enemy soldiers.
- (b) The OPS SGM/NCOIC should have a location depicted in the event the EPWs need to be extracted from the area of operation. Normally, the TOC security OR HHC security will not attempt to capture enemy personnel or equipment. If capture is absolutely unavoidable, the prisoner(s) will be given first-aid if wounded.
- (c) Handle EPWs in accordance with the 5 Ss (Search, Silence, Safeguard, Separate and Speed).
- (d) Be advised that if the EPW(s) are wounded, they may require emergency extraction. The preferable method is to search and silence the EPW(s), and immediately escort them to a secure area. Once in a secure area, the team will call the TOC with an 8-digit grid coordinate of the capturing location and any significant findings on the EPW(s).
- (e) The Laws of Land Warfare will be observed at all times. Any captured/discovered enemy equipment will be cached and reported to the TOC. Enemy Killed In Action (KIA) will be searched for vital items. If possible, weapons and equipment will be cached and reported to the TOC.

Section IV. Soldier’s Security Checklist (Each soldier must carry a 3X5 card which answers the following questions):

- (a) Where do I fight from? Where do I go when the alarm goes off?
- (b) Who is on my right? Who is on my left?
- (c) Where is my NCO?
- (d) Where is my section CP?
- (e) Where do we take casualties? Where do we take dead?

- (f) Where is the LP/OP and what are there routes? What patrols are being run?
- (g) What is the challenge / password and when do they change?? What is the running password?
- (h) What is the signal to fire the FPF? What is the signal to cease fire?
- (i) Where do we take EPWs?
- (j) Where is my ammo supply?
- (k) Where is my water supply?
- (l) What is the signal to change to supplementary sectors/positions?
- (m) What is my individual work/chow/rest plan (will be planned by the PLT/SEC Sergeant)?
- (n) When is stand-to?
- (o) **AT STAND-TO I WILL BE AWAKE, MY GEAR STOWED, IN MY FIGHTING POSITION WITH MY WEAPON COVERING MY SECTOR OF FIRE.**

Section V. Fighting Position Instructions (GTA 7- 6-1)

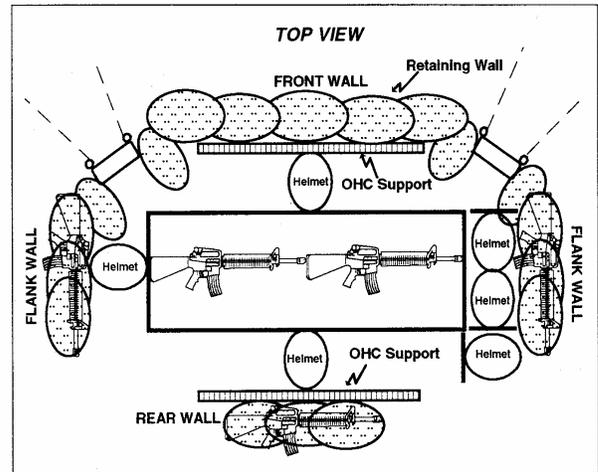
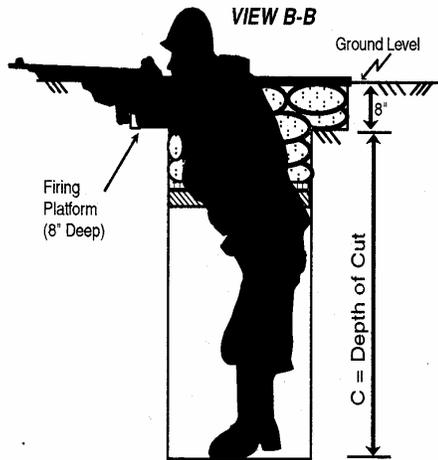
1. **Potential hazard.** A fighting position with overhead cover is a potential hazard. The weight of 18 inches of overhead cover (OHC) can exceed 1500 pounds. An assessment of this task using the Army's Standard Risk Assessment Matrix is high.

2. Leader's responsibility

- | | |
|-------------------------------|---|
| (a) Protect troops | (e) Plan and select fighting position sites |
| (b) Provide materials | (f) Supervise construction |
| (c) Inspect periodically | (g) Get technical advice from engineers as required |
| (d) Improve and maintain unit | (h) Determine if need to build up or down OHC (overhead cover) survivability continuously |

3. Fighting position standards:

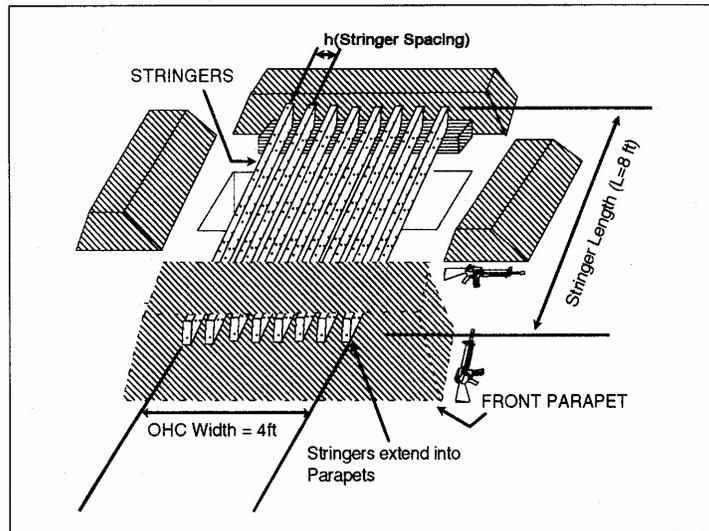
(a) All fighting positions will be dug in accordance with GTA 7-6-1, Fighting Position Construction. Each position will have and NCO supervising its construction from beginning to end, and that NCO will have GTA 7-6-1 in his possession.

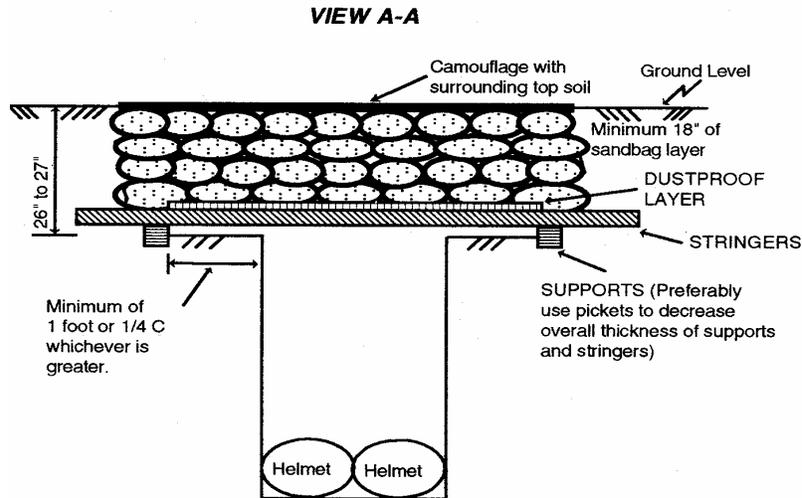


4. Two-man fighting positions.

(a) Each soldier not assigned to a two man fighting position or .50 cal position will dig an individual fighting position that provides cover from the front. NCOs will verify each position.

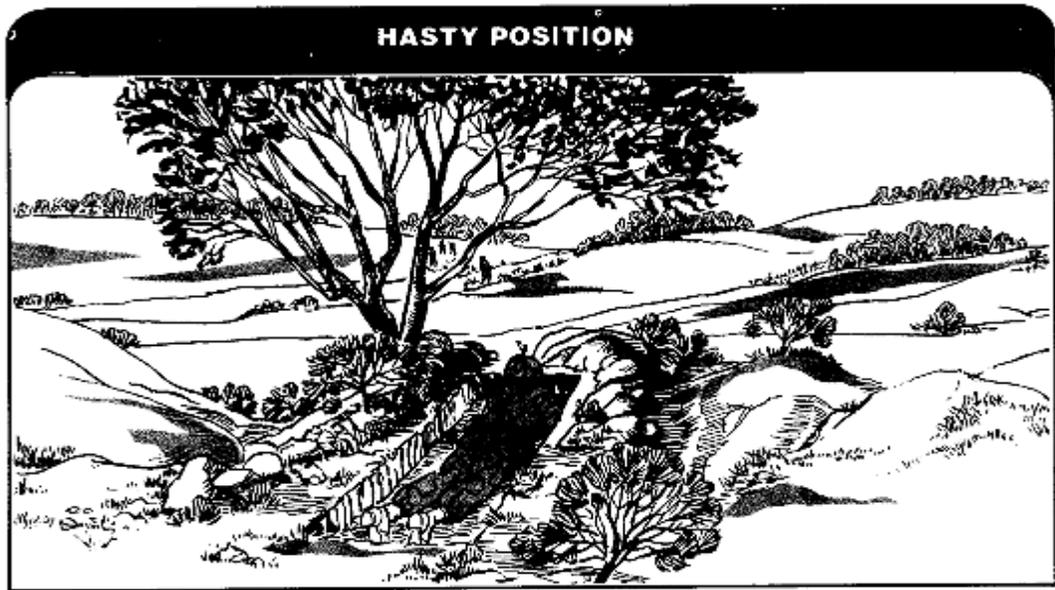
(b) Each section will carry the necessary CL IV to dig their assigned fighting positions. If internal assets are insufficient, coordinate with Support Platoon.



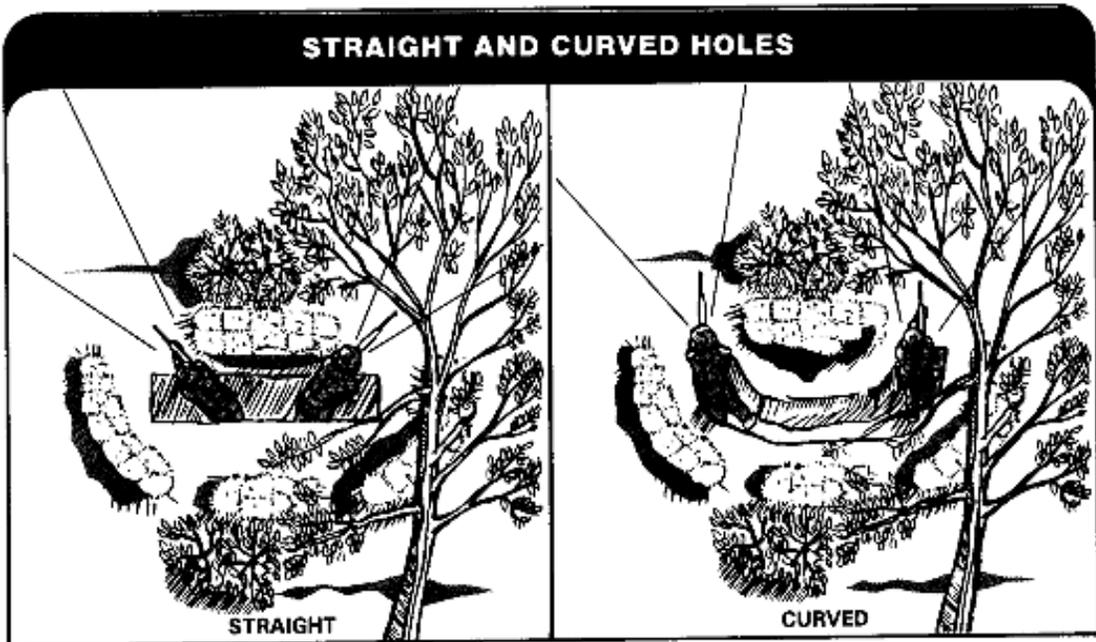


5. Hasty Fighting Position

- (a) Select a hasty fighting position
- (b) Cover -- provides frontal protection, allows you to shoot to the front at an oblique angle, in a small depression or hole that is at least half a meter or 18 inches deep.
- (c) The term "hasty position" does not mean that there is no digging.
- (d) Improve your position by digging shelter that will give you some protection with whatever time is available.
- (e) Everyone in the command post should have a hasty fighting position.
- (f) In the defense, you and another soldier will build a two-man fighting position. Improve your position as time permits.
- (e) Keep the hole small. The smaller the hole, the less likely it is that rounds, grenades, or airburst fragments will get into it. It should be large enough for you and your buddy in full combat gear. It should extend beyond the edges of the frontal cover enough to let you and your buddy observe and fire to the front. The hole is usually dug straight, but it may be curved around the frontal cover.



(f) Curving the hole around the frontal cover may be necessary in close terrain to allow better observation and fire to the front and to the next flank position. To curve the hole, simply extend one or both ends of it around the frontal cover.



TOC Organization

Section I. TOC Organization.

1. The SGM is the overall responsible person in charge of how the CP is organized, set-up and ensuring the TOC is clean. The SGM is also responsible for all slice elements and ensuring they have a place within the TOC. Functionality refers to how the CP is physically configured. This includes the location of all workstations, radios, and maps. Whatever size the squadron, battalion or brigade decides to use, the command post should be easy to assemble and disassemble, and it must provide plenty of working space. The TOC should not be compartmentalized. The commander must develop a standardized CP layout and conduct rehearsals to ensure that every soldier understands how the CP should function. A standardized setup allows the CP to establish command and control quickly when moving to a new site. The CP NCOIC cannot allow external activities to interfere with the the CP's operation. The CP is the command and control center, not a headquarters section, sleep tent, or chow hall. The executive officer and the SGM/NCOIC must enforce the CP standards. The CP needs to be "as clean as an operating room, quiet as a church."

2. Inside the TOC:

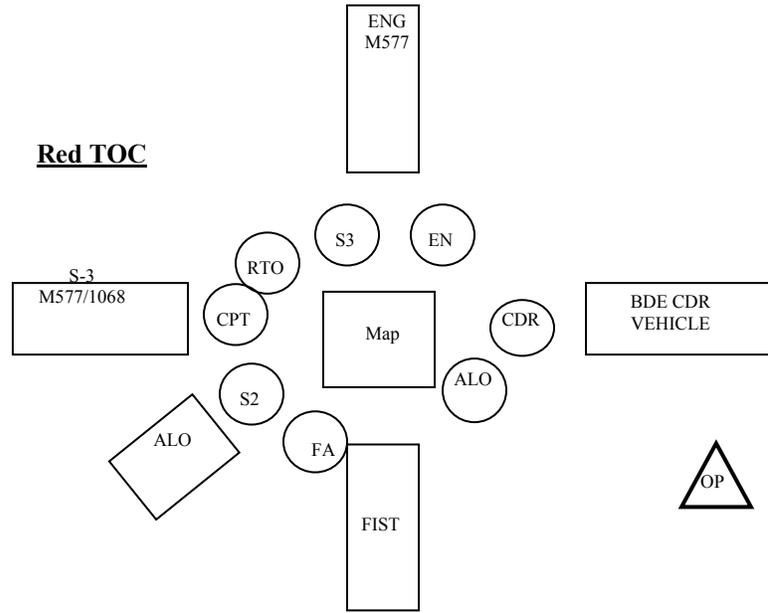
- (a) All unauthorized personnel stay out of the CP.
- (b) The CP is always at a high state of cleanliness.
- (c) Ensures the plans/planning area is separate from the TOC.
- (d) Noise and light discipline is adhered to.
- (e) The SGM maintains positive control of how the TOC is organized and set-up.
- (f) The SGM must ensure that the only person's in front of the current OPS areas is the battle CPT/battle NCO or when the S-3 calls for specific slice elements.
- (g) The SGM will select specific areas for eating (not inside the TOC).
- (h) TOC is set up IAW the SOP.
- (i) Customers must be controlled in our area. They must be in the proper uniform, and must park their vehicles in the designated area pointed out and away from the TOC.
- (j) TOC Configurations. The SGM will decide what type of TOC configuration the TOC will be set-up based off of the multiple type missions the unit can be assigned, different TOC configurations may be necessary to facilitate effective operations. The command post may be set up in the following configurations (RED, WHITE, and BLUE). The TOC will assume the below configurations, or variations depending on the situation and at the discretion of the operations SGM.
 - ❑ RED TOC is used when the TOC expects to remain in place for less than 3 hours and it is daylight. It consists of the vehicles arranged as shown in the SOP, one table set up, and radios in use in a remote configuration at a table. The XO and battle captain conduct operations using lap map boards.
 - ❑ WHITE TOC is used when the TOC expects to remain in place for 3-12 hours, or when it is night-time and light discipline is required. It consists of the tactical command post (TAC) vehicle, the S2 vehicle, and the FSO vehicle with two small tents erected as depicted in the SOP.

- BLUE/GREEN TOC is used when the TOC expects to remain in place for more than 12 hours and it is daytime. It consists of vehicles and camouflage nets, as shown in the SOP.

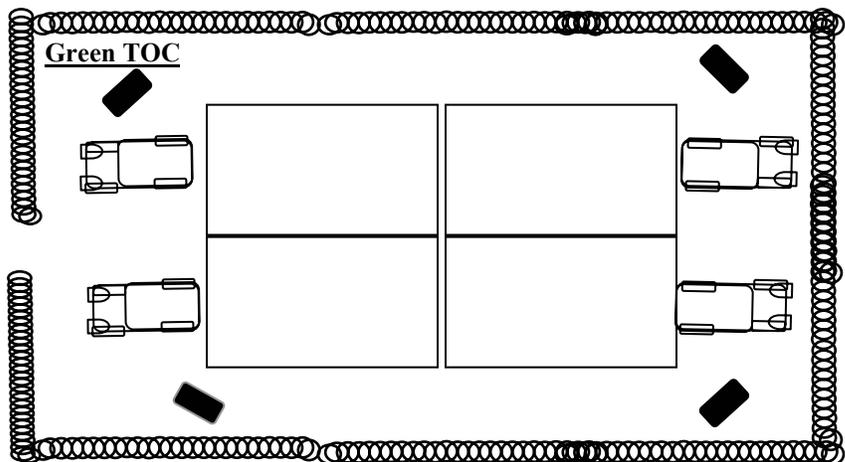
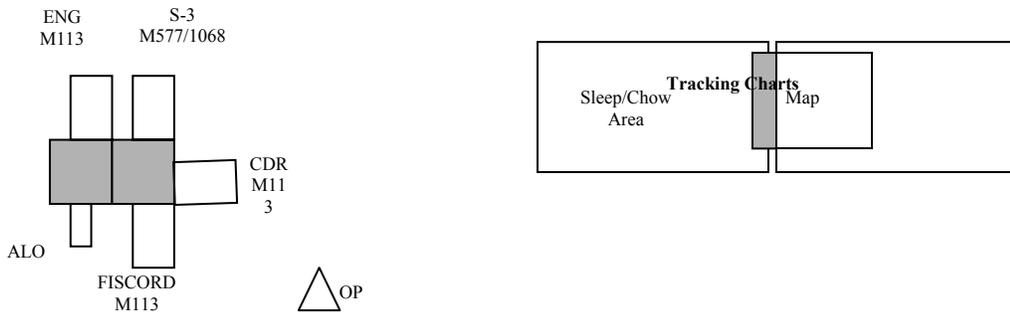
3. Outside the TOC:

- (a) All vehicles will have ground guides after the main entrance.
- (b) All vehicles must be parked tactically, oriented out from the CP. All vehicle (wheeled) hoods will be open or windshield covered.
- (c) Driving in and out of the command post area. One way flow of traffic throughout the area (if possible). In most cases there will be an entrance and exit to the command post exterior area.
- (d) Signs should be posted, to clearly mark the following. This should only be done in peacetime.
 - Every section
 - Traffic
 - CP
 - Dismount point
 - Customer parking
- (e) Wire in area (WD-1/WF-16 or electrical):
 - Unused wire coiled neatly and placed inside vehicles.
 - Wire crossing roads must be buried.
 - No wire should cross foot paths.
 - Wire should always be tied off.
 - All wires should be tagged near the J-box as to what unit the wire belongs to, and phone number.
- (f) Camouflage:
 - Camouflage systems must be properly erected.
 - Nets off equipment.
 - Vehicles capable of going in/out (beneath nets).
 - Nets staked down properly and tighten camouflage nets 2 x daily.
 - Canvas/sand bags over glass and mirrors
 - Camouflage system bags neatly stored inside vehicles.
 - Every piece of equipment gets camouflaged: vehicles, tents, generators, latrines, immersion heaters, etc.
 - Make provisions to camouflage the area for customer parking, dismount points, and equipment.

Red TOC



White TOC



Displacement Procedures (Jump TOC Procedures)

Section I. Jump TOC procedures.

1. The SGM is responsible for the displacement of the TOC. The SGM will ensure before the TOC jumps that all personnel within the TOC are thoroughly briefed on the situation, mission, execution, service support and command and control.

2. **Command post positioning.** There are several considerations in positioning CPs. CPs should be located on ground that is trafficable, even in poor weather. The area around the CP should be large enough to contain all vehicles. Other considerations for positioning CPs are:

- (a) Ensure line of sight (LOS) communications with higher, lower, and adjacent units.
- (b) Encourage redundancy of communications.
- (c) Mask signals from the enemy.
- (d) Use terrain for passive security (cover and concealment).
- (e) Collocate with tactical units for mutual support and local security.
- (f) Locate the CP near an existing road network out of sight from possible enemy observation.
- (g) Subordinate commanders and LOs must be able to find the CP.

3. The SGM / NCOIC duties in jump TOC procedures.

- (a) Plans new main CP site based on factors of communications, survivability, and accessibility. Develop a detailed plan and have the S-3 / XO approve and proof the plan.
- (b) Determines method of displacement based on mission, enemy, terrain, troops, time available, and civilian considerations (METT-TC) and need to maintain continuous control of battle and communications with division headquarters.
- (c) Determines primary and alternate movement routes. To include RPs and checkpoints
- (d) Designates general location of proposed CP site in conjunction with S6.
- (e) The SGM gives specific information to the planners. Ensure the planner develops a FRAGO and that this information is disseminated so all slice elements and subordinate units understand the plan prior to movement.
- (f) Issues warning order to section leaders, combat trains CP, and fire support team to assume communications, if main CP is not capable. SGM issues a detailed plan (verbally) well in advanced to NCOs and BOS representatives. Detailed time line.
- (g) Upgrades security around the TOC area.
- (h) SGM / NCOs supervise the tear-down of cosmetic items.

- (i) Task delegates NCOs to supervise specific duties.
- (j) Conducts sensitive items checks.
- (k) Conducts quartering party activities. Ensures he or she has a representative from each BOS section in the quartering party.
- (l) Conducts NBC recon operations / security operations at the new location.
- (m) Establishes communications.
- (n) Notifies the TOC that the jump TOC is established.
- (o) Once the TOC is reorganized and established the SGM conducts sensitive items check.

4. TOC/CP tear-down priorities of work.

- (a) Pack SPO van for ADVON/attach generator to van/tear down sentry.
- (b) Pack briefing tent.
- (c) Remove and roll TOC camouflage net.
- (d) Knock down TOC berm.
- (e) Police up concertina wire.
- (f) Remove remotes from S2/3 van.
- (g) Tear down sleep areas/vehicle camouflage.
- (h) S-3 vehicle assumes NCS.
- (i) Turn off generators.
- (j) Pack S-2/3 van and attach generator.
- (k) Withdraw security just prior to movement.
- (l) Cover all holes.
- (m) Loads equipment by load plans.

Section II. Convoy Precombat Checks and Briefings.

1. The SGM / NCOIC will prepare a precombat checklist and prepare a briefing for all TOC personnel. For preplanned jumps the SGM / NCOIC will give a briefing to all TOC personnel in advanced. If the jump is unplanned the SGM / NCOIC will prepare a briefing (plan), have it proofed by the S-3/XO and issue the plan as soon as possible.

SGM CONVOY PRECOMBAT CHECKLIST

PERSONNEL

- Proper uniform (Kevlar, LBE, Flack Vest, NBC Mask, Weapon/Ammo, ID&Tags).
- Have necessary food and water to sustain them during convoy operations.
- Are sufficiently rested for convoy.
- Have necessary items for overnight stay.
- Have mission-essential equipment or supplies.

VEHICLES

- Have valid dispatch with off-post authorization.
- Have preventive maintenance checks and services and fluid levels topped off if necessary (Oil, Brake Fluid, Windshield Washer, Anti-Freeze, Transmission and Fuel).
- Have first aid kit, warning triangles, windshield cleaning needs, two extra fuel cans.
- Clean windshield, mirrors, lights and bumper.
- Properly secured secondary loads and strap canvas down.
- Radios loaded with all frequencies (convoy, MEDEVAC, and battalion) and antennas tied down.
- Trailers properly secured to primary mover with functional tail lights.
- Convoy of 2 1/2 -ton and larger vehicles with air tank valves closed.
- Route reconnaissance completed (map minimum).
- Threat assessment received from S-2.
- Risk assessment completed and all necessary actions taken to reduce risk.
- Convoy has march credits, or convoy has been coordinated with the MCC.
- Vehicles in bumper number order.
- Convoy signs in English and native language mounted on front/rear vehicles.
- Convoy flags properly mounted (blue/front, green rear).
- Vehicles transporting hazardous cargo (626 inspection, licensed driver, markings).
- Sufficient self recovery assets present.
- Combat lifesaver with complete bag present.
- Crew-served weapon present.
- All drivers/TCs have strip map of route.
- Sensitive items check completed.

COMMAND AND SIGNAL

- * Call Signs (convoy cdr, front/rear vehicle, MEDEVAC, MCC, bn TOC and MP).
- * Frequencies/Net IDs (convoy, MMC, battalion, MEDEVAC /MP).
- * Location of (Convoy Commander, NCOIC, crew-served weapon, and combat life saver) safety.
- * Seat belts.
- * Defensive driving (pedestrians, carts, use mirrors, follow convoy speed limits).
- * Maintain safe following distance at all times (when in doubt, use two-second rule).
- * Pass only when safe, reduce speed for adverse weather and reduced visibility.

OPS SGM BRIEFING CHECKLIST

SITUATION

Friendly Forces _____

Support Units _____

Enemy Situation _____

MISSION (who, what, when, where, why)

Type of Cargo _____

Origin _____

Destination _____

EXECUTION

General Organization of Convoy

Number of Vehicles _____

Number of Soldiers _____

Order of March (see Convoy Manifest) _____

Combat Life Saver _____

Crew-Served Weapon _____

Uniform/Force Protection Level _____

Time Schedule _____

Route (primary) _____

(secondary) _____

Intel Collection Points Along Route:

NAI 1. _____

2. _____

3. _____

Convoy SPEED _____

Interval _____

Planned Stops _____

Refueling _____

Maintenance Support _____

Medical Support _____

Rules of Engagement _____

Emergency Actions _____

Accident _____

Separation from Convoy _____

Congested Area _____

Civil Disturbance _____

Ambush _____

Sniper _____

Blocked Route _____

COMMAND AND SIGNAL

Location of Convoy Commander _____

Designation of Assistant Convoy Commander _____

Radio Frequencies and Call Signs Unit _____

Fire Support _____

MEDAVAC _____

SAFETY

Hazards of Route and Weather Conditions _____



Section III. TOC / CP Set up and Priorities of Work.

1. Priorities of work in setting up the command post.

- (a) Occupy area. Secure the area with security. Conduct NBC checks and mark/ verify vehicle positions. Place sentry/establish NCS.
- (b) Place generators/put into operation.
- (c) Establish and verify commo.
- (d) Resume NCS duties.
- (e) Expand SPO van, S-3/tent.
- (f) Install remotes for FM.
- (g) Establish commo link to sentry.
- (h) Erect TOC camouflauge net.
- (i) Erect TOC concertina/man access point.
- (j) Emplace ground guides.
- (k) Construct hasty fighting positions (45 min-1 hour).
- (l) Camouflage all vehicles/trailers.
- (m) Erect sleep tents and other accommodations if needed.
- (n) Improve fighting positions/barriers



Risk Management

Section I. Risk Management.

1. Risk management is a commander's responsibility. Minimize human errors, material failures, and the effects of environmental and situational factors while conducting operations to standard. The risk management process consists of the five steps listed in Table E-1. Execution of these steps is the responsibility of commanders at all levels. Continually seek methods to minimize the risks associated with each operation without inhibiting the conduct of the mission.

Six Steps of the Risk Management Process

Six Steps of the Risk Management Process
Identify hazards
Asses hazards
Make risk decisions
Implement controls
Rehearse controls
Supervise

2. **Identify hazards.** Identify hazards to the force. Consider all aspects of current and future situations, environment, and known historical problem areas. Risk Assessment Considerations may be used as a tool in identifying certain hazards traditionally identified with different missions.

3. **Assess hazards.** Assess hazards to determine risks. Assess the impact of each hazard in terms of potential loss and cost, based on probability and severity. Step 1 and 2 combine to form a Risk Assessment. Unit commanders conduct a risk assessment prior to execution of every mission. Unit safety officers assist in this process. At the BCT level, the BCT XO ICW the S3 and the S1 identify likely hazards of the tactical mission during and at the completion of the wargame. The BCT Signal Officer records the identified hazards. Each hazard must be evaluated according to its probability and severity using the Risk Assessment Matrix shown below.

		PROBABILITY				
		Frequent	Likely	Occasional	Seldom	Unlikely
S E V E R I T Y	Catastrophic	Extremely High			Mod	
	Critical	High		Mod		
	Moderate	High	Moderate		Low	
	Negligible	Mod				

4. **Develop controls and make risk decisions.** Develop control measures that eliminate the hazard or reduce its risk (examples of control measures may be found in the table below). As control measures are developed, risks are reevaluated until all risks are reduced to a level where benefits outweigh potential cost. The staff will brief the BCT commander during the confirmation brief on the overall risk and proposed controls to reduce the associated risks.

Risk Management Integrated into the Military Decision-Making Process

Risk Management Steps

Military Decision-Making Process	Identify Hazards	Assess Hazards	Develop Controls & Make Risk Decision	Implement Controls	Supervise & Evaluate
1. Receipt of Mission	X				
2. Mission Analysis	X	X			
3. COA Development	X	X	X		
4. COA Analysis (Max-Gain)	X	X	X		
5. COA Comparison			X		
6. COA Approval			X		
7. Orders Production				X	
8. Rehearsal				X	X
9. Execution & Assessment				X	X

5. **Implement Controls.** Put controls in place that eliminate the hazards or reduce their risks. During the preparation phase of each tactical mission, leaders at all levels use SOPs, detailed rehearsals, and other controls such as those described in Table E-3 to reduce the risk inherent in the operation.

6. **Rehearse controls.** Rehearse all hazards and ensure all soldiers understand the procedures and cautions.

7. **Supervise & Evaluate.** Perform to, and enforce standards and controls. Evaluate the effectiveness of controls and adjust/update as necessary. The final product of the risk management process is the Risk Management Worksheet shown in the table above which is completed as an annex to the BCT OPORD. The BCT Commander highlights specific issues to commanders during the planning and preparation phases of each mission, usually during the TF commander back briefs or the BCT rehearsal.

Commander's Guidance:

In the Assault Phase, R&S teams, FOXs and Engineers will be operating well in front of the task forces marking lanes for bypass. Ensure positive identification is made before any engagement.

Coordinating Instructions:

12. Due to the restrictive terrain, I am establishing a probable line of deployment (PLD) short of suspected enemy positions. MP teams will be positioned on the near side of the breach site for near-side recognition. Ensure visual recognition signals are displayed where MPs can see them.

14. Additional Engineer assets have been requested from Corps. If they become available, they will remain under division control.

15. Due to shortages in the Engineer MOSs, cross-train any available personnel in expedient obstacle reduction techniques.

19. All available FOX vehicles will be attached to the lead task force. An additional Engineer platoon will be attached to the lead task force. An additional Engineer platoon will have an on-order mission to support the lead task force at the request of the task force commander.

21. Prior to LD, go to MOPP level 2. Be prepared to execute MOPP 3 or 4 with little prior notification. Recent use of non-persistent chemical agents indicates a THREAT willingness to contaminate the battlefield.

25. Modify your existing work/rest plans to ensure that all soldiers are able to get four hours sleep before LD time.

RISK MANAGEMENT WORKSHEET

1. MSN/TASK :		2. DTG BEGIN : END :		3. DATE PREPARED:	
4. PREPARED BY: _____					
RANK/LAST NAME/DUTY POSITION					
5. HAZARDS	6. INITIAL RISK LEVEL	7. CONTROLS	8. RESIDUAL RISK LEVEL	11. HOW IMPLEMENTED	12. HOW SUPERVISED
					13. CONFIRMATIVE
14. Bumper No# Soldier Name: _____ _____ _____ _____					
9. MISSION/TASK RISK AFTER CONTROLS ARE IMPLEMENTED (CIRCLE ONE): LOW MODERATE HIGH EXTREMELY HIGH			10. RISK DECISION AUTHORITY: _____ Rank/Last Name/Duty Position		

9 Line MEDEVAC Request

Section I. 9 line MEDEVAC request.

1. This section explains procedures for information collection and MEDEVAC request preparation. Medical evacuation request (FM 7-8, p. 2-122)

2. Format for calling in a 9 Line MEDAVAC request

- 1 Location of pickup site (6 or 8 digit grid).
- 2 Radio frequency, call sign and suffix at pickup site.
- 3 Number of patients by precedence.
 - ALPHA= Urgent, (evacuate as soon as possible or within 2 hours).
 - BRAVO= Priority, (evacuate promptly or within 4 hours).
 - CHARLIE= Routine, (evacuate within 24 hours).
 - DELTA= Convenience, (medical convenience rather than necessity).
- 4 Special equipment required.
 - ALPHA= None
 - BRAVO= Hoist
 - CHARLIE= Extraction equipment
 - DELTA= Ventilator
 -
- 5 Number of patients.
 - # of ambulatory
 - # of litter
- 6 Number and type of wounded, injury, or illness (peace time)
- 6 Security of pickup site (wartime)
- 7 Method of marking pickup site
 - ALPHA= VS-17 Panels
 - BRAVO= Pyrotechnic Signals
 - CHARLIE= Smoke
 - DELTA= None
 - ECHO= Other
- 8 Patient nationality and status
 - ALPHA= US Military
 - BRAVO= US Citizen
 - CHARLIE= Non-US Military
 - DELTA= Non-US Citizen
 - ECHO= EPW
- 9 Terrain description (peacetime)
- 9 NBC contamination (wartime)

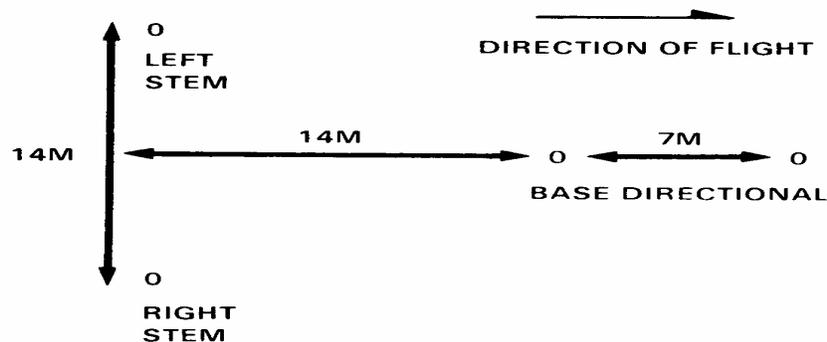
Section II. Selection and Marking of PZs/LZs.

1. Small unit leaders should consider the following when selecting a PZ/LZ:

- (a) Size. Minimal circular landing point separation from other aircraft and obstacles is needed:
 - Observation helicopters – 25 meters
 - UH-1, AH-1 – 35 meters
 - UH-60, AH-64 – 50 meters
 - Cargo helicopters – 80 meters
- (b) Surface conditions. Avoid potential hazards e.g. sand, blowing dust, snow, tree stumps, large rocks.
- (c) Ground slope.
 - 0% - 6 % -- land upslope
 - 7% - 15% -- land sideslope
 - over 15% -- no touchdown (aircraft may hover)
- (d) Obstacles. An obstacle clearance ratio of 10 to 1 is used in planning approach and departure of the PZ and LZ (Eg: a ten foot tall tree requires 100 feet of horizontal distance for approach or departure). Obstacles will be marked with a red chem light at night or red panels during the daytime. Markings will not be used if they cause the position to be seen by the enemy.
- (e) Approach/Departure. Approach and departure are made into the wind and along the long axis of the PZ/LZ.
- (f) Loads. The greater the load, the larger the PZ/LZ must be to accommodate the insertion or extraction.

2. Marking PZs and LZs.

- (a) Day. A ground guide will mark the PZ or LZ for the lead aircraft by holding an M16/M4 rifle over his head, by displaying a folded VS-17 panel chest high, or by other coordinated and identifiable means.
- (b) Night. The code letter Y (Inverted Y) is used to mark the landing point of the lead aircraft at night (Illustration below). Chemical lights or “beanbag” lights are used to maintain light discipline. A swinging chem light may also be used to mark the landing point.



Inverted Y.

Section III. Using Latitude and Longitude on your Global Positioning System (GPS/PLGRs)

1. Set up for MEDEVAC. Assuming you know how to use GMRS and not knowing how to use or convert to latitude and longitude follow these steps for calling in **civilian aircraft**.
2. The following page provides instructions to set up a PLGR to read latitude and longitude. **Civilian aircraft MEDEVAC require latitude and longitude.**

PLGR SETUP FOR LATITUDE AND LONGITUDE

1. From any position push "MENU" button.
2. Using the **←→**, select "SETUP"(flashing).
3. When "SETUP" is selected (flashing), push **▼▲** until "SETUP UNITS" screen appears.
4. Using the **←→**, push the **→** one time and the "MGRS-New", "MGRS-Old", "L/L-dms", "ITMG", "BNG", "L/L-dm.", or "UTM/UPS" start to flash.
5. Using the **▼▲**, select "L/L-dm." or "L/L-dms".
6. After "L/L-dm." or "L/L-dms is selected, push the "POS" button and it will show the correct **"latitude and longitude"**.
7. This information is critically important when requesting "CIVILIAN AERIAL MEDEVAC".

Conclusion

I hope you found this information of use and that you will incorporate some of the TTPs. Most of all the information provided within this pamphlet is provided by BCTP NCO observer controllers. The information provided are not necessarily trends, they are observations taken from Warfighters or one of the other 3 CTCs within the present year 2003. The observations or TTPs are to provide a forum for open exchange of ideas on tactical operations at the battalion through corps level and to ensure units are conducting military operations in accordance with doctrine and to illustrate better techniques and procedures. Please share this information with other soldiers, NCOs and officers. This document is primarily provided to the Sergeant Majors Academy, Fort Bliss Battle Staff Course and the Fort McCoy Battle Staff Course. The contents of this pamphlet does not necessarily reflect the official US Army position and does no change or supersede any information in other official US Army publications. If you have questions pertaining to this document, please contact Patrick Castin at e-mail address castinp@leavenworth.army.mil



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