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DIVISION OPERATIONS

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INTRODUCTION

The world geopolitical environment will continue to impact directly on United States (US) military strategy. In support of US military strategy, the Army projects force to deter aggression worldwide. Should deterrence fail, Army forces are prepared to defeat the enemy across the full range of military operations. In the future, force-projection operations will be the norm as forward-deployed divisions return to the continental United States.

The Army classifies its activities as war and operations other than war (those activities that occur during peace and conflict). US Army operations are varied, ranging from aid and assistance to a foreign government to full combat operations against a well-armed hostile force. Conflict challenges can range from an emergent superpower or a hostile regional power to a less sophisticated, but no less determined, insurgent force.

US Army divisions respond to these challenges by deploying versatile combined arms forces. Although divisions task-organize combat, combat support (CS), and combat service support (CSS) forces to accomplish assigned missions in both war and operations other than war, they focus on force projection and combat operations. Division training requirements are based on assigned operation plans (OPLANs) and directives. Missions and tasks not associated with OPLANs and authorized directives can be accomplished as functions of versatility—commanders rapidly shifting their focus, and their units quickly adapting to new missions and tasks. Versatile soldiers, leaders, and units make up our Army divisions.

Synchronization of division assets is vital to all division operations. Divisions employ armored or mechanized forces, light forces, or a combination of both with appropriate support units. Armored and mechanized divisions are characterized by highly mobile and protected weapon systems from which our soldiers fight. Light forces (airborne, air assault, and light divisions) are characterized by lighter, predominantly hand-held small arms, and light crew-served weapon systems. Personnel in these units primarily use dismounted movement techniques to close with and destroy the enemy.

Divisions contribute to the joint battle. They normally operate as part of a corps (with joint support), a joint task force (JTF), or a multinational force. Divisions usually engage in tactical-level warfare; that is, they fight battles and engagements within the context of operational-level campaign plans. Division-level tactics involve the movement and positioning of maneuver forces on the battlefield in relation to the enemy, massing of combat power, and providing of logistic support for division forces prior to, during, and following engagements. Commanders within divisions are principally concerned with accomplishing their near-term objectives.

US Army division operations are based on the Army tenets of initiative, agility, depth, synchronization, and versatility. Initiative sets or changes the terms of battle by action. It is the effort to force the enemy to conform to our operational tempo and purpose, while retaining our freedom of action. This requires commanders to understand the intent of their commanders two levels above—centralized planning, but decentralized execution.

Agility is the ability to act faster than the enemy—a prerequisite for seizing and holding the initiative. Agility permits the rapid concentration of combat power against the enemy's vulnerabilities. It requires the commander to constantly read the battlefield, anticipate, make quick decisions, and act without hesitation. This may require committing forces quickly without complete information when situations are time-sensitive. Agility requires both mental and physical flexibility—seeing and reacting rapidly to changing situations.

Depth is the extension of operations in time, space, resources, and purpose. Commanders use these factors in thinking in depth to forecast, anticipate likely events, and expand their freedom

of action. They then apply them to arrange all available resources to set the conditions in attacking the enemy simultaneously and sequentially throughout the depth of the battlefield.

Synchronization is the focus of resources and activities in time and space to mass at the decisive point. Although activities such as intelligence, logistics, and fires and maneuver may occur at different times and places, they are synchronized when their combined consequences are felt at the decisive time and place. Effective synchronization uses every resource where it will make the greatest contribution to success.

Versatility is the ability to shift focus, to tailor forces, and to move from one mission to another rapidly and efficiently. It implies a capacity to be multifunctional, to operate across regions throughout the full range of military operations.

Army divisions exploit advances in technology to include space-based platforms. They maximize the increased range, lethality, and accuracy of new systems, conducting simultaneous operations throughout the depth of the battlefield to overwhelm any adversary.

Divisions create combat power throughout the commander's area of operations by combining maneuver, firepower, protection, and leadership. Division commanders seek to apply overwhelming combat power, bringing all these elements quickly and violently to bear and giving the enemy no opportunity to respond with an effective opposition.

The military doctrine presented in this manual describes fundamental principles that guide the employment of US Army divisions. Although this doctrine is authoritative, it requires judgment in application. It provides the distilled insights and wisdom gained from the Army's collective experience with warfare in recent times. This doctrine, however, cannot replace clear thinking. It does not negate the obligation of commanders to determine proper courses of action under prevailing circumstances, to make good decisions, or to control their units' actions.

PREFACE

On 14 June 1993, the Army issued its new keystone doctrine in Field Manual (FM) 100-5. It clearly and concisely expresses how the Army intends to conduct war and operations other than war (OOTW) now and into the twenty-first century. This manual builds on the doctrinal principles described in FM 100-5 as well as those described in FM 100-15. It applies these doctrinal principles and new concepts to the full dimension of Army division operations. Additionally, this manual is consistent with joint doctrine. Joint doctrine is Army doctrine. This is the capstone manual for Army division operations.

This manual will assist division commanders, their staffs, and subordinate commanders in planning and conducting division operations. It will guide many organizations regarding the capabilities, limitations, and employment of US Army divisions. It also will guide the development of subordinate unit doctrine.

FM 71-100 sets forth doctrinal principles that apply to all types of Army divisions. It does not address specific tactics, techniques, or procedures (TTP) except when necessary to clarify or emphasize principles. TTP are presented in supporting manuals such as FM 71-100-1, FM 71-100-2, and FM 71-100-3. Users, however, should have a fundamental understanding of doctrine expressed in JP 3.0, JP 5-00.2, FM 100-5, FM 101-5, FM 101-5-1, and FM 100-15.

Unless this publication states otherwise, masculine pronouns do not refer exclusively to men. The proponent of this publication is Headquarters, TRADOC. Send comments and recommendations on DA Form 2028 directly to Commander, US Army Combined Arms Center and Fort Leavenworth, ATTN: ATZL-SWW-D, Fort Leavenworth, Kansas 66027-6900.

CHAPTER 1

THE DIVISION

The division is a large Army organization that trains and fights as a tactical team. Largely self-sustaining, it is capable of independent operations. The division is a unit of maneuver, organized with varying numbers and types of combat, combat support (CS), and combat service support (CSS) units. It may be armored, mechanized, medium, light infantry, airborne, or air assault; each can conduct operations over a wide range of environments. The success of Army operations depends on the success of its divisions.

ROLE OF THE DIVISION

Historical Review

Prior to World War I, the regiment was the Army's largest fixed administrative and tactical command. During World War I, regiments combined into brigades to form infantry divisions. Each division had two infantry brigades; each brigade had two regiments. Field artillery and service units supported each brigade.

World War II divisions were infantry, armored, cavalry, airborne, and motorized. Brigade headquarters were eliminated to streamline the divisions. This meant the division commander directly commanded three regiments, supported by engineer and service units and four field artillery battalions. Regiments were still responsible for their own administration and logistics.

Combat commands replaced regiments in some armored divisions. Each combat command had attached tank and armored infantry battalions. Combat commands were tactical operations control headquarters. The logistics and administrative operations extended from division level directly to the battalions. Battalions cross-attached companies to form task forces. Cavalry provided reconnaissance and security and was grouped as the situation demanded. Armored field artillery battalions and engineer companies normally supported the combat commands.

In the late 1950s, the Army reorganized each infantry division into a "pentomic division" with five battle groups in preparation for tactical nuclear war in Europe. These groups were, in effect, large battalions. Each battle group had five rifle companies, a combat support company, and appropriate field artillery and service support. The battle groups were self-sustaining, could be employed singly or in combinations, and remained largely unchanged during the 1950s.

The pentomic division structure was abandoned in the early 1960s when the Army adopted for all divisions the combat command organization of the armored division. Combat commands were renamed brigades. Each division had three brigade headquarters into which various numbers of battalions could be grouped. All divisions were similarly

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organized. Some were heavy (armored or mechanized) and some were light (infantry and airborne), depending on the mission and types of battalions assigned. In the mid-1960s, the Army added the air assault division. Principal differences between divisions were in the types of battalions assigned and the composition of the division base. Divisions also differed in how they entered into combat. The war in Vietnam was fought primarily with airmobile and infantry divisions.

During the 1980s, the Army fielded a motorized division and several light infantry divisions. The motorized division could rapidly deploy to a contingency area, establish or expand a lodgment, and defeat enemy forces ranging from light infantry to tank and motorized forces. Light divisions provided versatility and strategic flexibility through their capability for rapid deployment.

The early 1990s brought significant changes to the world and the Army. The motorized division was deleted from the force structure. The dissolution of the Soviet Union and the apparent end of the Cold War presented threats that were more ambiguous and regionally focused. Most of the Army was reassigned to the continental United States (CONUS) and given a mission to rapidly respond to worldwide regional crises. Force projection has become our chief strategy for supporting the power-projection element of US national security. Force projection applies to the Total Army (active, reserve, and civilian), based within or outside CONUS.

The US Army's current warfighting doctrine reflects the nature of modern warfare. It is inherently joint doctrine, recognizing the teamwork required of all the services. US Army divisions conduct Army operations both in war and other than war arenas. Their prime focus is warfighting—the use of force. Their frequent requirements to use force or to provide forces in operations other than war (OOTW), however, make versatility critical. The unique capabilities of armored, mechanized, infantry, light infantry, airborne, and air assault divisions provide the US Army the flexibility to serve the national interest worldwide.

As Part of a Corps

Army corps are tailored for specific missions. Once tailored and deployed, corps contain all the organic combat, CS, and CSS capabilities to conduct and sustain operations for a considerable time. Corps plan and conduct major operations and battles. They synchronize the maneuver and support of their units. Corps may be assigned divisions of any type required in war and OOTW.

Traditionally, divisions have operated as part of a US corps. (Currently the 2d Infantry Division is assigned to a Republic of Korea corps.) In corps operations, divisions normally comprise 9 to 12 maneuver battalions, organic artillery battalions, and supporting CS and CSS units. Divisions perform a wide range of tactical missions and, for limited periods, are self-sustaining. Corps augment divisions as the mission requires.

All divisions must be able to deploy and conduct offensive, defensive, and retrograde operations, and operations other than war. Airborne and air assault divisions must be able to conduct force entry operations. (See pages 1-4 to 1-8 for specific division capabilities.)

As Part of a Joint Task Force

The division may deploy as part of a joint task force (JTF) without its traditional corps headquarters and supporting corps units. In these types of operations, a division often works directly for the joint force commander (JFC). Therefore, divisions must know joint doctrine, tactics, techniques, and procedures. (See joint manuals in references.) Divisions are not normally designated as a joint task force headquarters.

A JTF comprises assigned or attached elements of two or more of the military services. Typically, a JTF is established for a specific purpose in response to a crisis and is limited in scope and duration. Divisions assigned to a JTF normally conduct traditional tactical operations but may be involved in nontraditional actions, such as interagency operations or operations with the host nation.

A division in a JTF requires experienced liaison. The division may operate with or receive support from joint, multinational, interagency, or nongovernmental agencies. It will receive joint support such as joint fires, joint air defenses, national intelligence, and theater and national communications. Competent liaison to coordinate with these agencies and other headquarters helps ensure properly

executed operations. Liaison duties and requirements are addressed in Chapter 3 of this manual and detailed in FM 71-100-1, FM 71-100-2, and FM 101-5.

As an ARFOR Headquarters

A JTF may designate a division under its command and control as the Army forces (ARFOR) headquarters-the senior Army headquarters within the JTF. It may provide support normally associated with the Army service component within the operational area. For example, the Army normally operates ports and delivers bulk class I and class III to other service logistic bases. The ARFOR is normally responsible for all Army forces assigned in the area of operations (AO). The ARFOR designation may also bring with it specific joint force support, training, and administrative responsibilities that vary from theater to theater. The responsibilities of an ARFOR headquarters greatly surpass the division's organic capabilities. The division will require augmentation based on a mission, enemy, terrain, troops, and time available (METT-T) analysis.

A division will often be designated as an ARFOR headquarters during OOTW. When the 10th Mountain Division (Light Infantry) was alerted as the ARFOR for Somalia in 1993, the JFC initially assigned to it forty-plus ARFOR tasks. These tasks included the initial deployment of all Army forces, command and control (C^2) of coalition ground forces, civil affairs throughout the AO, and communications support for the JTF. Figure 1-1 depicts the 10th Mountain Division headquarters' initial augmentation as the ARFOR for its mission in Somalia.

The division commander could also be responsible for all land combat forces through his appointment as the joint force land component commander (JFLCC). As the JFLCC, the division commander controls all Army, Marine, and multinational ground forces in the AO.

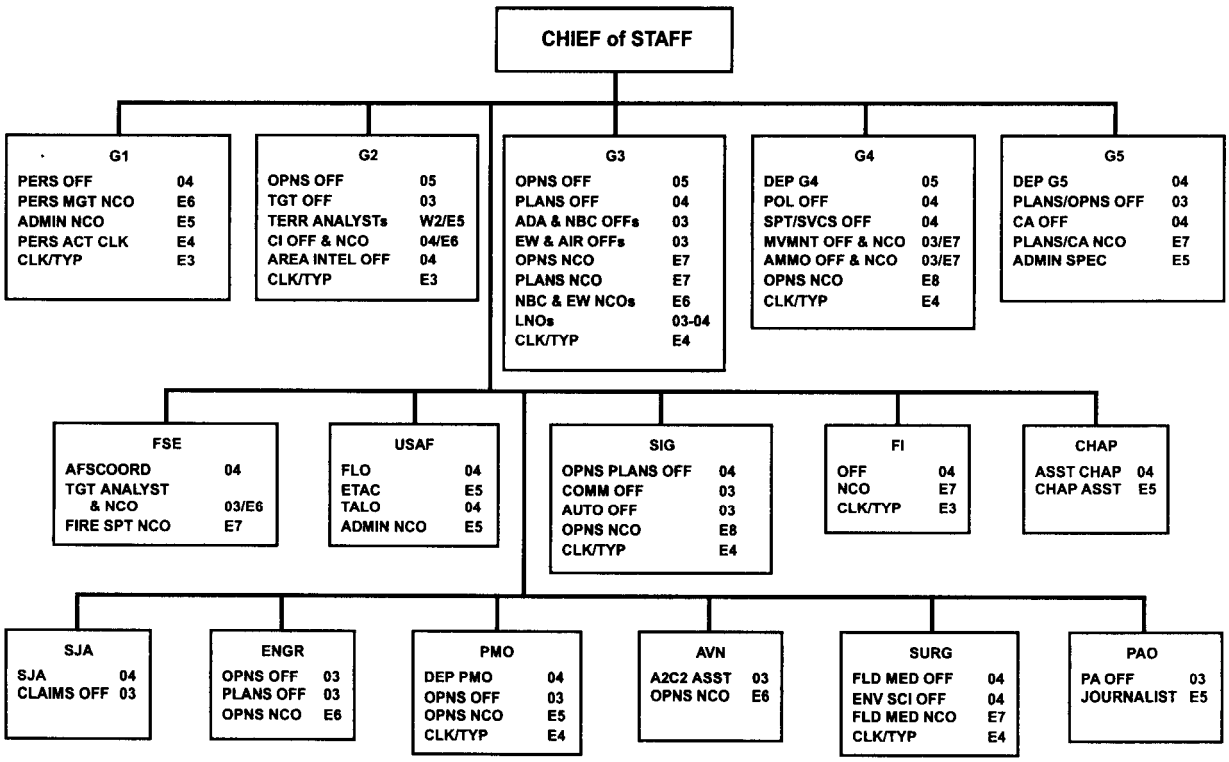


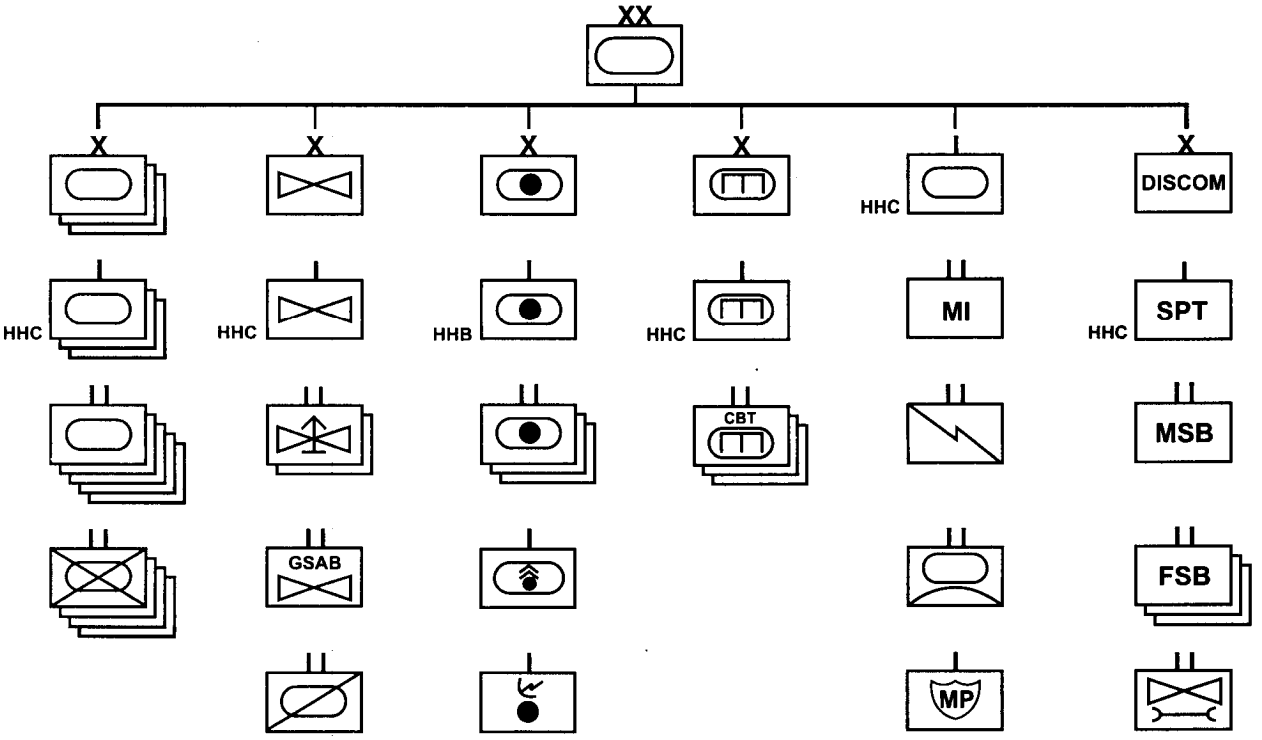
Figure 1–1. Planned division augmentation requirements as ARFOR for Somalia

TYPES AND CAPABILITIES

Armored and Mechanized Divisions

The US Army's armored and mechanized divisions provide mobile, armor-protected firepower (Figure 1-2). Armored and, mechanized divisions are normally employed for their mobility, survivability, lethality, and psychological effect (shock) on the enemy. These divisions destroy enemy armored forces. They can seize and secure land areas and key terrain. During offensive operations, armored and mechanized divisions can rapidly concentrate overwhelming lethal combat power to break or envelop enemy defenses or offensive formations. These divisions then continue the attack to destroy fire support, command and control, and logistics elements. Their mobility allows them to rapidly concentrate, attack, reinforce, or block enemy forces. Their collective protection systems enable them to operate in a nuclear, biological, and chemical (NBC) environment. Armored and mechanized divisions operate best in open terrain where they gain the advantage with their mobility and long-range, direct-fire weapons.

Because of strategic lift requirements, armored and mechanized forces are slow to deploy from home or staging bases into an AO. They have high consumption rates of supplies, can deploy relatively few dismounted infantry, and have limited use in restrictive terrain.



Notes:

1. Exact number of systems varies with MTOE.
2. Mechanized divisions vary on the number of armor and mechanized battalions.

SYSTEMS			
384	M1	48	ITV
224	M2/M3	16	AH-58D
66	107/120MM MORT	24	UH-60
72	155MM (SP)	144	DRAGON
38	AVENGER	9	MLRS
48	AH-64	6	OH-58A/C
		3	EH-60

Figure 1–2. Armored or mechanized division

Light Infantry Division

The light infantry division is one of our most rapidly and strategically deployable divisions. It fights as part of a larger force in conventional conflicts and conducts missions as part of a joint force in OOTW. (See Figure 1-3.) Its command and control structure readily accepts any augmentation forces, permitting task-organizing for any situation. The factors of METT-T largely determine the augmentations required for the division.

The optimum use of light forces is as a division under corps control, its mission capitalizing on its capabilities. The division exploits the advantages of restricted terrain and limited visibility. It achieves mass through the combined effects of synchronized small-unit operations and fires rather than through the physical concentration of forces on the battlefield. Light division forces physically mass only when risk to the force is low and the payoff is high. The division deploys as an entity, widely dispersed to conduct synchronized, but decentralized, operations primarily at night or during periods of limited visibility.

Light force limitations include their austere CS and CSS systems, their requirement for support from the corps or joint force headquarters based on METT-T, and their need for prepared and covered

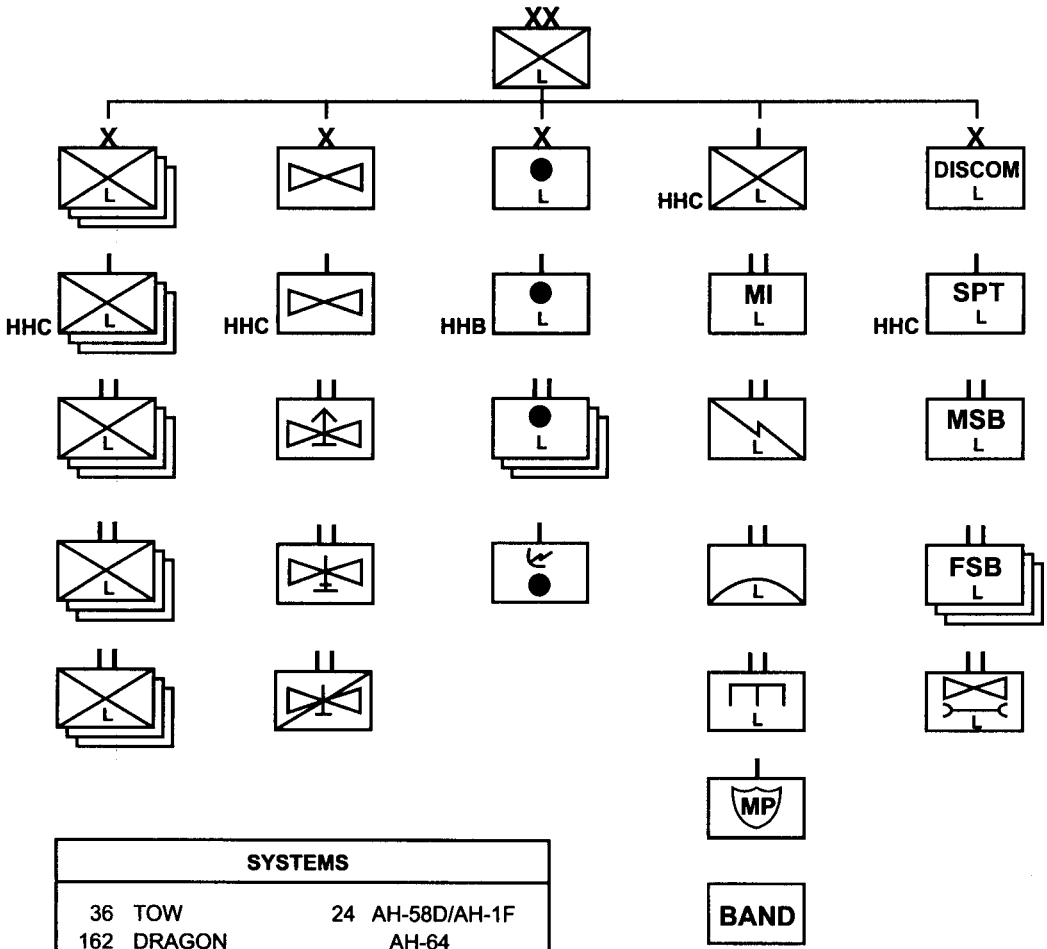


Figure 1–3. Infantry division

fighting positions for their survivability. Additionally, they have limited NBC protection for operating in an NBC environment.

Airborne Division

The airborne division can rapidly deploy anywhere in the world to seize and secure vital objectives. It conducts parachute assaults to capture initial lodgments, execute large-scale tactical raids, secure intermediate staging bases or forward operating bases for ground and air operations, or rescue US nationals besieged overseas. It also can serve as a strategic or theater reserve as well as reinforcement for forward-presence forces. (See Figure 1-4.)

The airborne division can assault deep into the enemy's rear areas to secure terrain or interdict enemy supply and withdrawal routes. It can seize and repair airfields to provide a forward operating base and airheads for follow-on air-landed forces. It is capable of all other missions assigned to light infantry divisions.

The airborne division uses its strategic and operational mobility to achieve surprise on the battlefield. Its aircraft range and its instrumentation capability enable the Air Force to accurately deliver the airborne division into virtually any objective area under almost any weather condition. All equipment is air transportable. Most is air-droppable. All

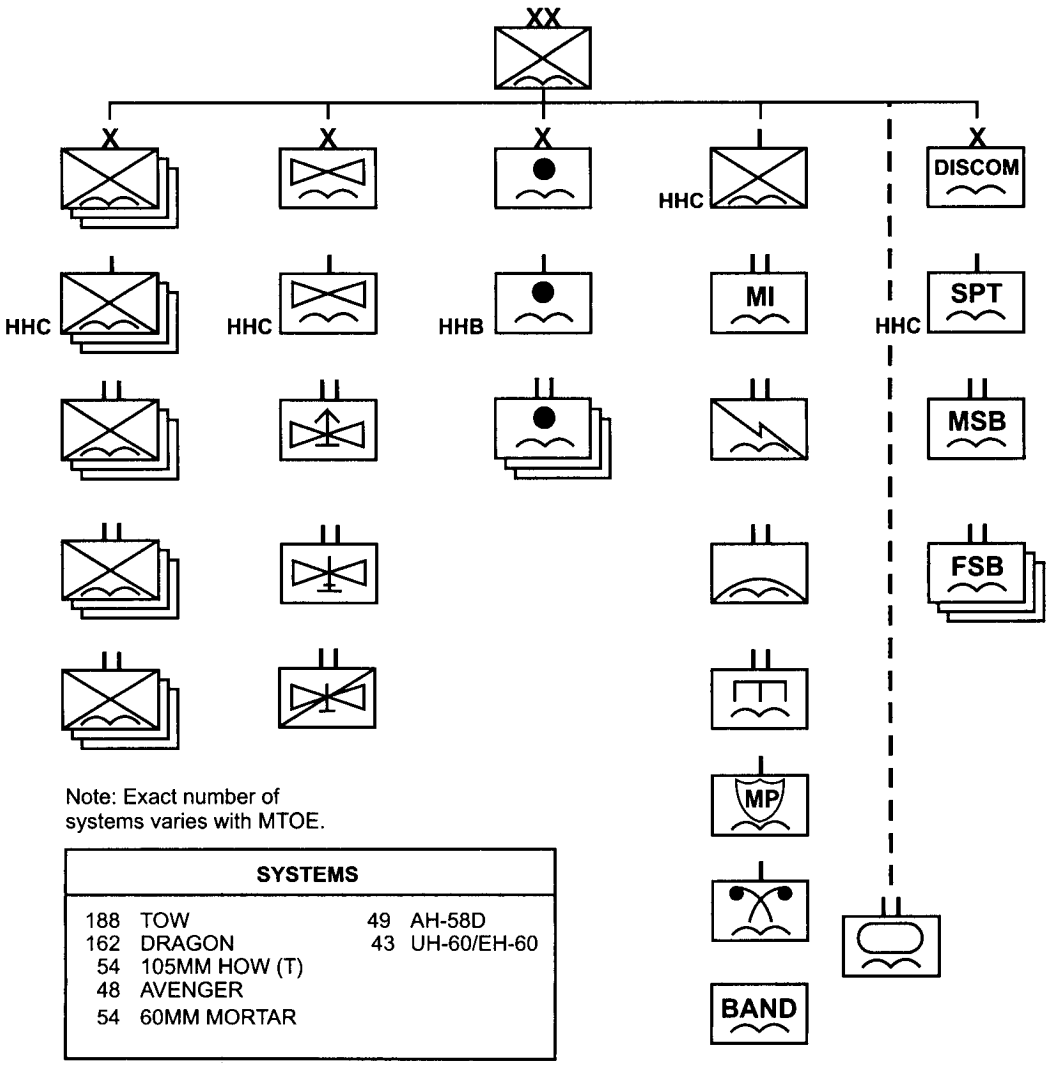


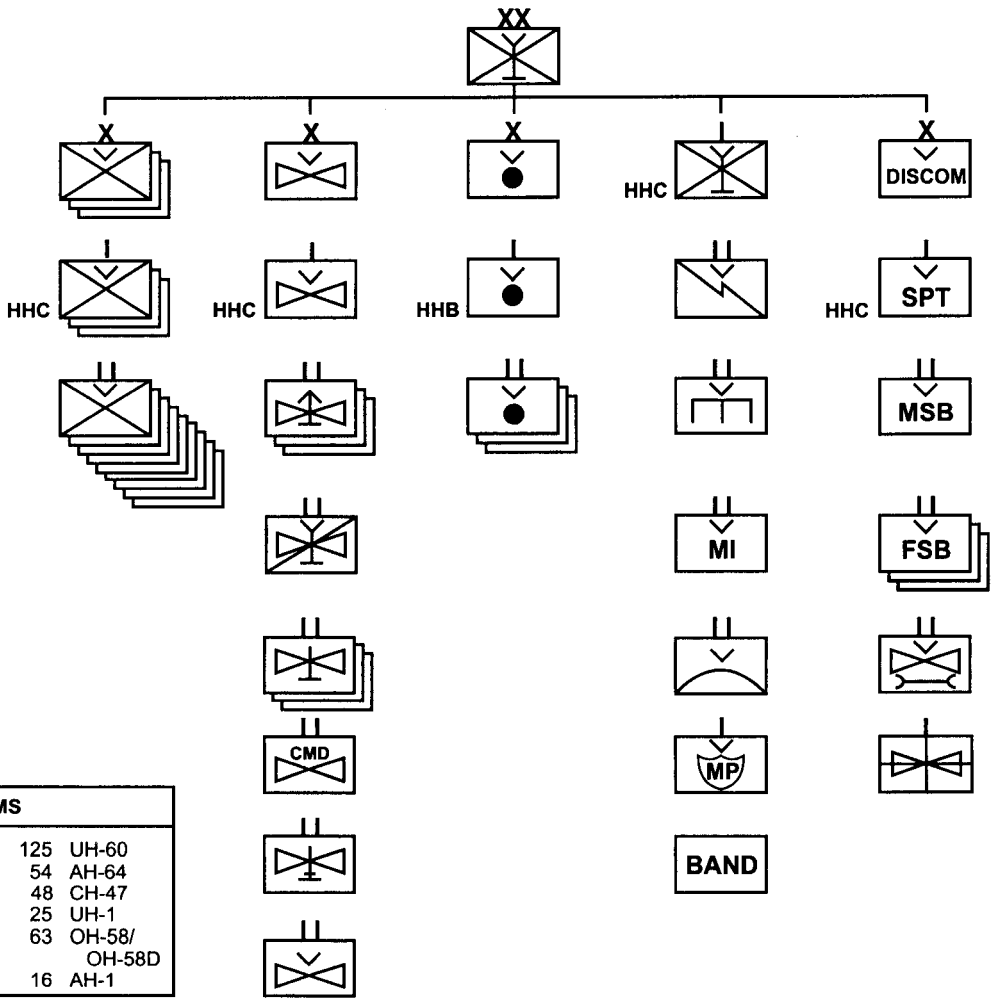
Figure 1–4. Airborne division

personnel are trained for parachute assaults and airborne operations.

Engagements with enemy armored or motorized formations require special consideration. The division does not have sufficient armored protection to defeat heavier armored formations at close range. Antitank weapons in the division compensate for, but do not completely offset, this deficit.

Air Assault Division

The air assault division combines strategic deployability with tactical mobility within its AO. It attacks the enemy deep, fast, and often over extended distances and terrain obstacles. The airmobile division of the Vietnam era provided the US Army the operational foundation, experience, and tactics for today's air assault operations. Air assault operations have evolved into combat, CS, and CSS elements (aircraft and troops) deliberately task-organized for tactical operations. Helicopters are completely integrated into ground force operations. Air assault operations generally involve insertions and extractions under hostile conditions, opposed to mere air movement of troops to and from secure locations about the battlefield. Once deployed on the ground, air assault infantry battalions fight like battalions in other infantry divisions; however, normal task organization of organic aviation results in greater combat power and permits rapid aerial redeployment. (See Figure 1-5.) The rapid tempo of



SYSTEMS			
180	TOW	125	UH-60
162	AAWS-M	54	AH-64
54	105MM HOW (T)	48	CH-47
54	60MM MORTAR	25	UH-1
36	81MM MORTAR	63	OH-58/ OH-58D
48	Avenger	16	AH-1

Figure 1–5. Air assault division

operations over extended ranges enables the division commander to rapidly seize and maintain the tactical initiative.

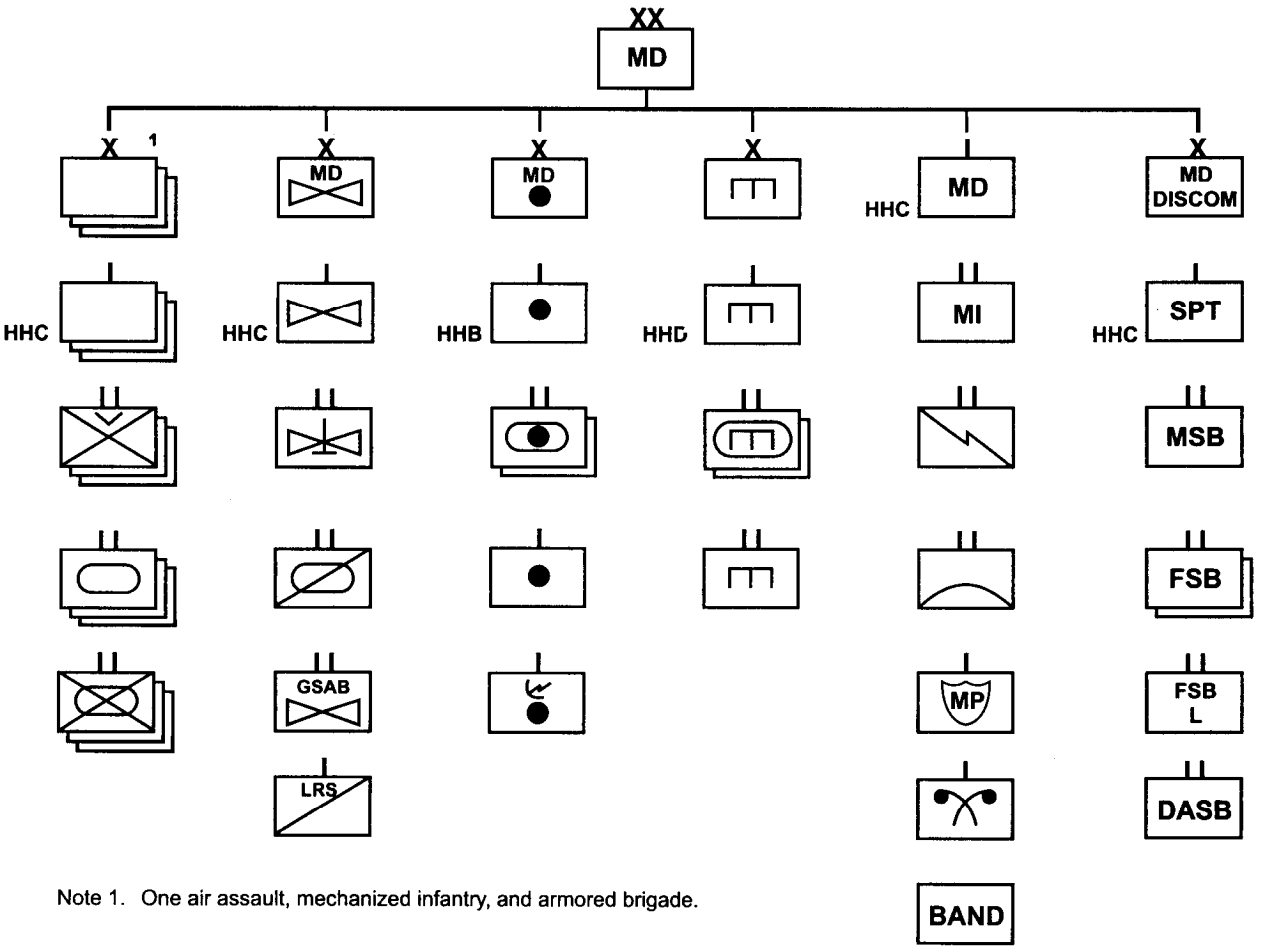
Medium Division

On 26 April 1994, the Army Chief of Staff approved a concept for medium divisions in the Army National Guard. These divisions will be patterned after the 2d Infantry Division in Korea. The current division design consists of one armored, one mechanized, and one light infantry brigade with traditional division CS and CSS units. (See Figure 1-6.) This division is designed to provide commanders with operational flexibility. When fielded and trained, the medium division's strengths and limitations should be similar to that of armored divisions.

ORGANIZATION OF DIVISIONS

All divisions are generally organized with a similar basic design (Figure 1-7, page 1-9). This design comprises a division headquarters and headquarters company (HHC), three ground maneuver brigades, an aviation brigade, a division artillery, a support command, a cavalry squadron, an air defense artillery battalion, an engineer battalion or brigade, a signal battalion, a military intelligence battalion, a military police company and, in most cases, a chemical company.

The division headquarters provides command and control for the division's organic, attached, or supporting units. The headquarters company provides logistics support and personnel for the division headquarters and staff sections. Ministry teams in each division unit provide religious support



Note 1. One air assault, mechanized infantry, and armored brigade.

Figure 1–6. Medium division

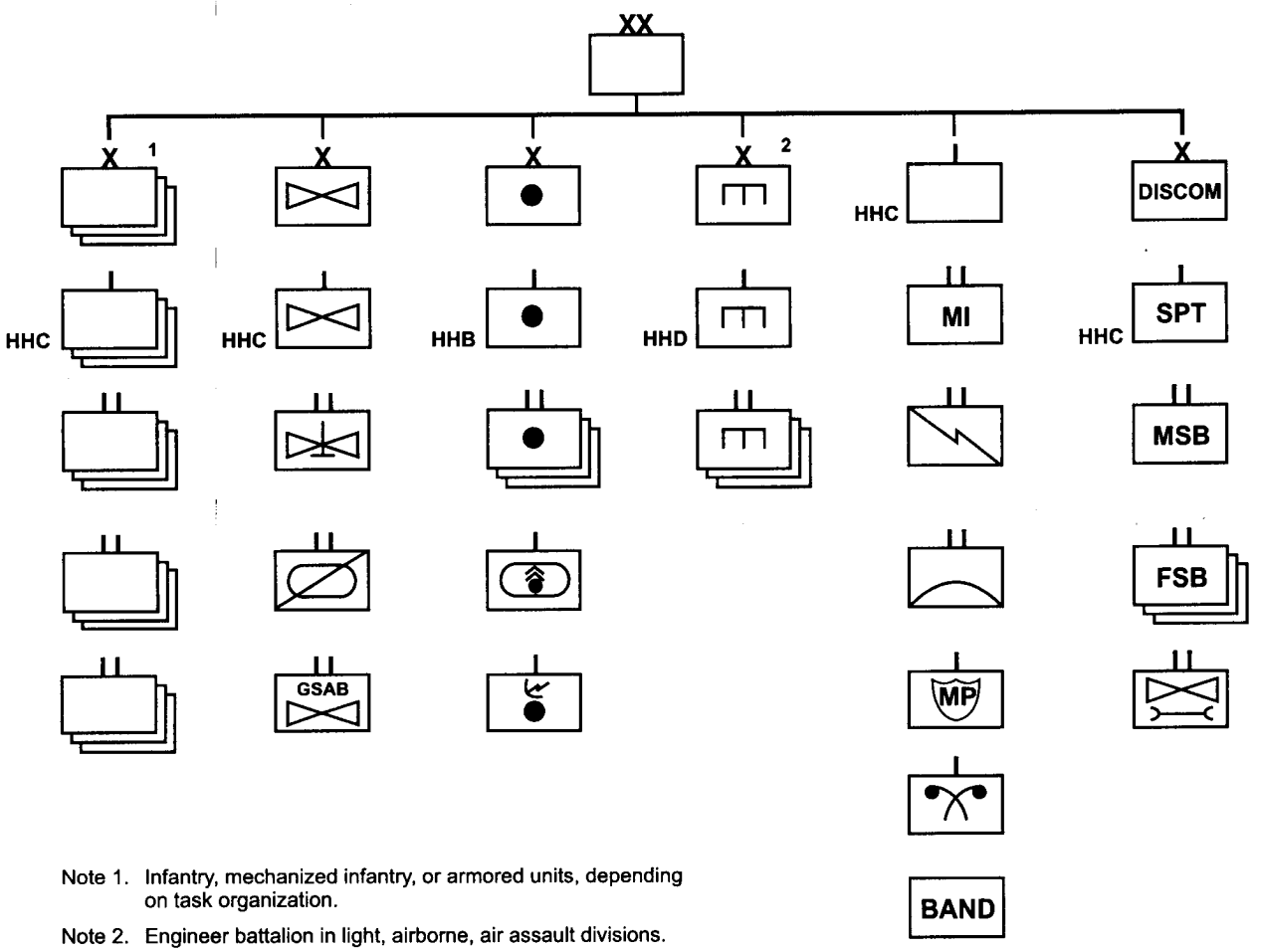


Figure 1–7. Basic division design

to soldiers and their families. These teams provide worship opportunities, pastoral care, religious education, and spiritual fitness. The headquarters company is normally located near the division's main command post (CP).

Ground Maneuver Brigade

The maneuver brigade headquarters provides the C^2 facilities necessary to employ maneuver and fires. The only unit permanently assigned to the brigade is the brigade headquarters and headquarters company. The necessary combat, CS, and CSS units to accomplish the brigade mission are attached, under operational control (OPCON), or placed in support of the brigade. The brigade's headquarters company furnishes logistics support (including equipment and personnel) and security for the brigade headquarters staff sections. The brigade normally controls from two to five attached maneuver battalions. It can be employed in autonomous or semiautonomous operations when properly organized for combat. FM 7-30 and FM 71-3 contain details on employment of the brigade.

Ground maneuver battalions and additional units are placed in a command relationship to the brigade headquarters. This allows the division to accomplish missions in any environment. As units are added to brigades and the division, the division support command is modified to meet changes in the division's supply, maintenance, and medical requirements.

Aviation Brigade

The aviation brigade is a maneuver force of organic, attached, and supporting Army aviation units.

They include attack, air assault, reconnaissance, electronic warfare (EW), and general support units. The division and aviation brigade commanders can tailor the brigade for virtually any combat, CS, and CSS operation to accomplish division missions.

The brigade is most effective when its aerial forces concentrate at critical times or places to destroy units and exploit enemy vulnerabilities. The brigade extends the division capability to simultaneously strike the enemy throughout his depth and from multiple directions. When employing the aviation brigade, the division commander considers that—

- Attack helicopters are significantly less effective when employed in direct attacks against enemy forces in prepared defensive positions.
- Aviation units have limited NBC decontamination capabilities.
- Adverse weather, such as extreme heat and cold. blowing snow and sand, and heavy rain or fog; may hinder aviation operations.
- Currently, only a portion of the aviation brigade's helicopter assets are fully night capable.
- Aviation units have only a limited ability to task-organize below battalion level.
- With proper support or augmentation, the aviation brigade headquarters is capable of planning for, employing, and controlling a task-organized combined arms force.

The aviation brigade commander may be required to operate over great distances with his forces spread throughout the division's AO. This makes timely and accurate coordination difficult. Coordination is the aviation brigade staff's most important function.

Echelons above corps (EAC) and corps aviation assets are organized into tailored brigades or regiments. These aviation brigades may augment or support the division. Aviation units in these organizations include attack helicopter and assault helicopter battalions, medium helicopter and theater aviation companies, and command aviation battalions.

FM 1-111 is the doctrinal base for aviation brigade operations.

Division Artillery

The division artillery (DIVARTY) is the division's primary organic indirect fire support organization. It normally comprises cannon and rocket artillery. When available, close air support, attack helicopters, EW assets, artillery resources of higher headquarters, and naval surface and missiles augment the DIVARTY's fires. Fire support systems neutralize, suppress, or destroy enemy forces.

The DIVARTY provides close support, interdiction, and counterfire fire support to division operations. Additionally, the DIVARTY—

- Controls organic and attached field artillery units.
- Provides fire support elements (FSEs) capable of continuous operations to the division's main, tactical, and rear CPs.
- Acquires targets through ground and air observations, and weapons-locating radars.
- Provides liaison sections as required and fire support sections and fire support teams (FISTs) to designated maneuver elements of the division.
- Assists maneuver commanders in integrating and synchronizing all fire support assets with their scheme of maneuver.
- Supervises FSEs during the execution of the fire plan.

The division artillery commander is the principal advisor to the division commander on fire support matters. As the fire support coordinator (FSCOORD), he prepares, plans, coordinates, and synchronizes lethal and nonlethal fires with the division commander's intent and concept of operation. The division normally receives additional field artillery support from the corps or joint force commander. This support could include cannon and multiple launch rocket system (MLRS) battalions or brigades. Although the corps or joint force commander may keep some field artillery under his direct control, he normally—

- Attaches field artillery (FA) brigades or battalions to the division.
- Assigns tactical missions to FA brigades and battalions, making them more responsive to the fire support needs of the division.

Corps 155-millimeter and MLRS battalions are organized similar to divisional artillery battalions.

However, the corps artillery battalions have no organic FSEs, FISTs, or target acquisition means. The division usually provides supporting corps artillery units with target acquisition. Corps artillery battalions have a liaison section to liaise with supported units.

FM 6-20-2 provides further detail concerning DIVARTY operations.

Engineer Brigade

Divisional engineers accomplish mobility, countermobility, survivability, and limited general engineering missions and tasks. Additionally, they perform infantry combat missions and tasks when required. Armored and mechanized divisions have an organic engineer brigade; light, airborne, and air assault divisions have only an engineer battalion organic to the division. Divisional engineers—

- Provide a C^2 headquarters for all engineers operating in support of the division.
- Prepare and maintain essential combat routes in the forward battle area to include timely repair of essential bridges, fords, and culverts.
- Provide, maintain, and emplace short-gap assault bridges for the division. (Light, airborne, and air assault divisions have no organic bridging. Armored and mechanized divisions have no organic float or fixed bridging.)
- Assist in the assault breach of obstacles and fortified positions.
- Perform obstacle reduction as part of breaching operations.
- Conduct engineer reconnaissance and provide limited military geographic information.
- Provide field engineering advice and assistance to all divisional elements, and provide equipment support to maneuver units in preparing selected strongpoints and battle positions for weapon systems.
- Emplace, and assist in emplacing, tactical minefield.
- Prepare and execute other tactical obstacles to degrade enemy mobility.
- Prepare reserve targets for demolition, such as bridges, roads, railroads, and airfield runways.
- Perform area damage control and repair air landing facilities within their capabilities.
- Conduct infantry operations when required.
- Provide limited general engineering.

A division, when fully committed, normally requires a corps combat engineer battalion and a combat support equipment company to augment its organic engineer units. Corps provide additional engineer units based on a METT-T analysis. The airborne, light, and air assault divisions have limited haul and earth-moving capabilities. This reduces their capacity for obstacle creation and reduction, protective shelter construction, and combat route missions (mobility, countermobility, and survivability).

The engineer brigade commander (the engineer battalion commander in lighter divisions) serves as the division engineer. He coordinates the efforts of all engineers working within the division sector. He requests support from a higher headquarters based on his engineer estimate and the commander's concept for the operation. The division engineer recommends the engineer task organization to support all division plans. Additional assets may be attached, under OPCON, or in direct support (DS) of the division.

Corps engineer units often reinforce a division. In addition to being attached, placed under OPCON, or in direct support, corps general support (GS) engineer units may perform GS missions in a division's area. Corps or EAC engineer units available to support the division include combat and combat heavy engineers, medium girder bridge (MGB) companies, and float bridge companies. Combat support equipment companies, additional terrain analysis and topographic detachments, and mission-designed engineer teams are also available.

FM 5-71-100 details division engineer operations.

Division Support Command

The division support command (DISCOM) provides division-level CSS to all organic assigned and attached elements of the division. It furnishes limited CSS to nondivisional units in the division area. The DISCOM routinely performs the functions of

arming, fueling, fixing, moving, and sustaining soldiers and their systems.

The DISCOM commander's role is complex. He is a brigade-level commander and the division's principal CSS operator. He exercises full command authority over organic units in the support command. He also has a close relationship with the division G4 and the assistant division commander for support (ADC-S) because of their overlapping interests. Although the division G4 has coordinating staff responsibility for logistics planning and develops division-level plans, policies, and priorities, the DISCOM commander advises the division staff during the formulation of plans, estimates, policies, and priorities. The ADC-S, on the other hand, commands and supervises all rear area operations.

The G3, with the G4, and DISCOM commander normally locate the CSS elements in the division rear area. The forward support battalions (FSBs) provide direct support to brigades and are positioned in the brigade support areas (BSAs). The remaining DISCOM units are located in the division support area (DSA) to provide area support to divisional units in the DSA and backup support to the FSBs. Elements from the FSBs and DSA may be echeloned to temporarily provide support forward of their support areas. These forward elements are called FLEs (forward logistics elements). (See Figure 1-8.) FLEs for BSAs may be critical when rapidly advancing over great distances. A FLE from the DSA may support division security force operations. Additionally, corps support organizations may use FLEs for special support requirements and to rapidly resupply as far forward as possible.

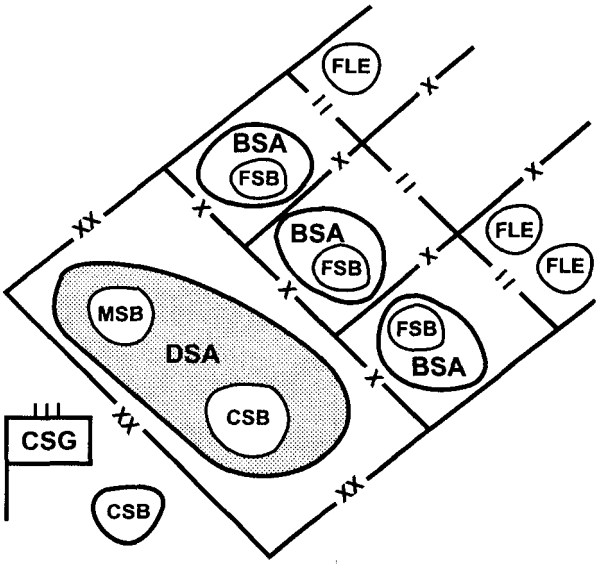


Figure 1–8. Organization for support

The DISCOM provides the following combat service support:

- Support of class I (to include water purification, and limited distribution), II, III, IV, V (transfer), VI, VII, VIII, and IX supplies.
- Personnel to operate one ammunition transfer point (ATP) per FSB. (Ammunition supply points (ASPs) and ATPs in the division rear area are operated by a nondivisional ammunition company.)
- Direct support maintenance and reinforcing support of FSBs for authorized division equipment.
- Material (supply and maintenance) management for the division.
- Surface transport for personnel, mail, supplies, and equipment to accomplish division logistics and administrative missions, to include supplemental ground transportation to support emergency requirements.
- Automatic data processing (ADP) support for division CSS activities.
- Material collection and classification facilities.
- Limited capability to carry reserve supplies based on a METT-T analysis (normally for three-to-eight-day operations).
- Specific aviation maintenance support for the aviation brigade in armored and mechanized divisions.
- CSS information and advice, except for division manning and personnel service support (PSS), to the division commander and his staff.
- Division-level combat health support on an area basis. This includes medical treatment, intradivision evacuation of patients, medical logistics, and unit-level maintenance of medical equipment.
- Operations to protect enemy attempts to disrupt CSS operations.
- Stores of unclassified maps for distribution within the division.

The DISCOM depends on the following:

- Corps medium helicopter units for airlift needed to support logistics requirements of the division when such airlift capabilities are not organic to the division or airlift requirements exceed the division's capabilities.
- Nondivisional field service or appropriate teams for laundry, bath, clothing, and mortuary affairs services unless organic augmentations are authorized.
- Appropriate elements of the corps and division for legal, personnel, administrative, and finance services.
- Corps support group (CSG) elements that support larger attached-units (normally battalion-sized) or nondivisional units which are operating in the division area.

Although the division has its own organic CSS units, it relies on corps and corps support command (COSCOM) units to sustain the division for continuous operations. (It may also coordinate through civil affairs staff for available host nation (HN) support.) Subordinate to the COSCOM are CSGs, a medical brigade, and a transportation group. Corps support groups provide the command and control of the COSCOM's logistics units with one CSG supporting each committed division and one CSG supporting the corps rear. Typically, the forward CSG provides direct support to the division while the rear CSG provides both DS and GS. Each CSG includes supply and services, transportation, and intermediate direct support maintenance (IDSM) units.

The medical brigade supporting the corps provides hospitals in general support of the division and direct support air and ground medical evacuation. The medical brigade's general support to the division also includes medical logistics, blood, and other health services as required. FMs 63-2, 63-2-1, 63-20, and 63-21 detail division support operations.

Division Cavalry Squadron

The division cavalry squadron performs reconnaissance and security for division operations. This helps the division commander to maneuver his brigades and battalions and attack the enemy at the most critical points.

The division cavalry squadron, consisting of ground and air troops, is highly mobile. It is ideally suited for economy of force missions as well as reconnaissance and security missions. It must be properly task-organized, augmented, and supported, however, to perform guard and cover missions. During combat operations, the cavalry squadron normally works for the division commander and usually performs missions as one squadron vice detached troops. The squadron—

- Provides the division commander with real-time information on the enemy and terrain during operations.
- Performs security operations, providing timely warning and force protection to the division. This preserves combat power and prevents premature deployment of the division.
- Fills gaps between units and establishes physical contact with divisional units and adjacent units.
- Facilitates the division's movement with reconnaissance, establishing contact points and passage points, and coordinates with higher and adjacent headquarters.
- Performs reconnaissance and security operations in the division's rear area.
- Performs damage control and combat operations in the division's rear area when tasked-as, or as part of, a tactical combat force (TCF).

FM 17-95 details cavalry squadron operations.

Air Defense Battalion

The division air defense artillery (ADA) battalion retains the division's freedom of maneuver, protects critical division assets, destroys enemy aircraft before they release their ordnance, and denies the enemy aerial reconnaissance. To accomplish these missions, the division ADA battalion—

- Engages and destroys very low enemy helicopters, fixed-wing "leaker" aircraft, and unmanned aerial vehicles (UAVs).
- Denies enemy aircraft local air superiority over the division AO.
- Disseminates early warning.

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- Disseminates early warning.

Emerging technology will soon enable provision of UAVs.

The division MI battalion conducts G2-tasked intelligence collection operations according to the division commander's priority intelligence requirements (PIR) and information requirements (IRs) through the analysis and control element (ACE). The ACE is organic to the MI battalion, and operates under the direction of the G2. Additionally, the MI battalion conducts G3-tasked EW operations missions per the commander's EW priorities.

The MI battalion coordinates and directs corps and EAC intelligence and electronic warfare (IEW) assets supporting the division. An MI brigade performs IEW support at the corps level. It provides general support to the corps and, on occasion, may reinforce the division's intelligence efforts. When required, intelligence, imagery, EW, OPSEC support, and interrogation assets directly support the divisions.

FM 34-series (military intelligence) manuals provide the foundations for MI operations.

Signal Battalion

Signal support to the division is a collective and integrated application of communications, automation, and information services and systems. The signal battalion uses three distribution systems to cover the division's AO. They are the area common user system, the combat net radio (CNR) system, and the automatic data distribution system. Their integrated operation forms the division communications system.

The signal battalion's primary missions are—

- To install, operate, and maintain a division communications system that supports C^2, intelligence, fire control, CS, and CSS communications requirements.
- To provide internal communications at all echelons of the division headquarters, to include the division tactical, main, and rear CPs and the DSA.
- To provide special staff and technical assistance to the commander and staff for planning and employing all division communications assets.

The division signal battalion commander manages information resources for the division commander. He recommends communication priorities and employment to the commander and G3 based on the tactical situation, frequencies, and equipment available. He plans, coordinates, and provides staff supervision of communications-electronics and associated activities, official mail, distribution, and publication reproduction within the division. The signal battalion commander directs and controls the division's signal support resources and activities to meet all commanders' information requirements. Signal units attached to or supporting the division will be under OPCON of the division signal battalion commander unless otherwise assigned or attached.

The hub of the division's communications system is the divison's mobile subscriber equipment (MSE). This communications equipment provides—

- Common user and dedicated circuits for support of units in the division area.
- Gateway circuits to corps, joint service, or other nations' communications systems.
- Capability to respond to changes in division organization for combat and relocation of units, CPs, and installations.

The corps signal brigade links the division communications system to corps and higher echelons. The resulting architecture provides deployed forces with secure global, voice, and digital data communications. If required for special missions, corps and EAC signal assets can augment the division's existing signal capabilities.

Specific responsibilities for the signal staff and the signal battalion are contained in FM 101-5 and FM 11-50.

Military Police Company

The division military police (MP) company performs four primary missions in support of division operations:

- Battlefield circulation control (BCC), including route reconnaissance and surveillance, main supply route (MSR) regulation and enforcement, straggler and refugee control, intelligence collecting and reporting, and information dissemination.

- Area security, including rear area reconnaissance and surveillance; security of designated critical assets, special ammunition, personnel, units, convoys, facilities, and MSR critical points; area damage control operations; intelligence collection; NBC detection and reporting; rear security; antiterrorism; response force operations; and base and installation defenses.
- EPW and civilian internee operations, including collection, evacuation, temporary internment, strength accounting, and EPW accountability.
- Law-and-order operations, including law enforcement, criminal investigation, and US military prisoner confinement.

One MP platoon is normally placed in direct support of or attached to each committed maneuver brigade for limited BCC, area security, and EPW collection support. Remaining MP platoons provide general support to the division rear area.

If tasked as a response force, the division MP company will task-organize available assets. This may require reprioritizing other MP missions because of limited MP assets within the division. This weighting of MP support may require a reduction of MP direct support to committed maneuver brigades and augmentation from the corps MP brigade.

Augmentation from the corps MP brigade is also required when the division conducts a river crossing or passage of lines operation. If augmentation is not available, MP platoons in DS to committed maneuver brigades revert back to MP company control for the duration of the operations.

The provost marshal (PM) is a division special staff officer. He decides which missions are critical and prioritizes them based on the division's mission, concept of operation, and commander's intent. He tasks available MP assets to meet mission priorities. The division PM usually operates from the rear CP. He coordinates, monitors, and advises the command on all MP operations. The MP company commander normally collocates with the division rear CP in the DSA to direct the use of his MP unit.

Finally, the division normally receives one corps MP company to support sustained operations. Like the divisional MP company, this attached corps MP company works under the staff supervision of the provost marshal. FM 19-1 details MP operations.

Division Chemical Company

The division chemical company is found in all divisions except light infantry. It reduces the effects of enemy NBC weapons and counters enemy sensor systems by using smoke and obscurants on division combat operations. Its primary focus is NBC reconnaissance, decontamination, and smoke generation.

The division chemical officer and his staff are normally included in the chemical company table of organization and equipment (TOE). The chemical officer advises the division commander on NBC defense procedures, employment of smoke, NBC reconnaissance, and decontamination. He estimates the effects of enemy nuclear detonation, makes fallout predictions, and operates a 24-hour NBC warning and reporting system at the main CP. He also advises the commander on the use of supporting chemical units. He exercises staff supervision over the division chemical company and chemical defense units placed in support of the division.

Several NBC organizations and detachments provide added NBC defensive capabilities to the division. Corps chemical units may support corps CS and CSS units operating in the division area and may reinforce the divisional chemical company. Other sources for chemical support to divisions are mechanized or motorized smoke units, NBC reconnaissance units, NBC decontamination units, and dual purpose (light divisions only) smoke and decontamination companies. When additional companies are attached to or under OPCON of a division, a separate chemical battalion headquarters and headquarters detachment may be needed for command, control, and coordination (C^3). It will report directly to the division chemical officer for operational taskings.

FM 3-100 provides the doctrinal base for chemical company operations.

Division Band

The division band enhances unit cohesion and soldier morale and supports civil-military, multinational, and recruiting operations with its music. During OOTW, the band can support civil affairs and psychological operations. Division band activities often improve national and international relations.

During battles and engagements, when the band's musical role is impractical, the commander may direct that the band perform other missions or tasks. These could include division main CP security, perimeter defense, and EPW security at the division collecting point. In these roles, the band is normally placed under OPCON of the appropriate unit commander or staff and, if possible, employed as a single unit. The band must be able to reassemble and perform its primary mission, music, when circumstances permit. In February 1991, during Operation Desert Storm, the 3d Armored Division Band played musical marches along the Kuwaiti and Iraqi border as the division's troops began the ground campaign.

OTHER SUPPORT

Air Support

The theater air force component commander or joint force air component commander normally provides air support. Combat air forces are organized, equipped, and trained to support ground operations. This support may come from US Air Force, Navy, and Marine units or supporting air assets from other nations. Air missions that support the division include—

- Counterair, both offensive and defensive.
- Air interdiction (AI).
- Close air support (CAS).
- Surveillance and reconnaissance.
- Airlift.

Offensive counterair operations normally support the division throughout the enemy territory. Targets may include forward arming and refueling points, forward operating bases, and aviation C^3 facilities.

Defensive counterair operations destroy threat aircraft attempting to penetrate friendly airspace. These operations are closely integrated with division FAAD operations. They protect ground forces and permit freedom of operations.

Air interdiction operations destroy, neutralize, or delay the enemy's military potential before it can be used against friendly forces. AI is keyed to the commander's overall operation, but particularly to the division deep fight. The division identifies, prioritizes, and nominates AI targets to its higher headquarters for attack. Mission-type air requests for AI provide the tactical air force flexibility in planning and executing these missions. AI, like other fire support, is most effective when its effects are synchronized with the division commander's scheme of maneuver and it supports his plan for simultaneous attacks throughout the enemy's depth.

Close air support is an air action by fixed- and rotary-wing aircraft against hostile targets in close proximity to friendly forces. CAS requires detailed integration of each air mission with the fires and movement of the supported force. CAS can therefore occur many places on the battlefield. CAS assets may come from the Air Force, Navy, or Marines, or multinational units. Regardless of who provides the assets, CAS responds to the needs of ground commanders.

Within the division, CAS planners are fire support personnel and members of the tactical air control party (TACP), along with the G3. Generally, the corps allocates several planned CAS sorties to the division in response to division requests and priorities. The division G3 may further distribute sorties to subordinate brigades. Planned requests are scheduled or on-call. *Immediate* CAS normally responds to a ground commander's request in emergencies.

Surveillance and reconnaissance provide timely and accurate information on the location, composition, activities, and movement of enemy forces and monitor the results of friendly operations. Visual, imagery, electronic, and weather air reconnaissance support is available to the division. Tactical surveillance and reconnaissance are essential for assessing division CAS and AI missions. The division G2 coordinates all fixed-wing surveillance and reconnaissance requirements.

Airlift increases the division's mobility and rapidly delivers supplies and equipment to division forces. The G3 has primary responsibility for combat airlift requirements. The G4 administers and supervises airlift support to current and future operations. CSS use of airlift includes the movement of replacement personnel and supplies and the aeromedical evacuation of patients.

See Chapter 3 for air request procedures.

Navy and Marine Support

Combat units normally submit requests for naval gunfire or aviation support through the air and naval gunfire liaison company (ANGLICO). (If an ANGLICO is not attached, units submit requests through normal fire support channels.)

The ANGLICO provides qualified Navy and Marine Corps personnel to advise on the capabilities, limitations, and employment of naval gunfire and navy and marine aviation support. They also advise on organization and communications needs to request, direct, and control this support. One liaison company supports one division. Requests for ANGLICO support go to the corps, JFLCC, ground force commander, or JFC, as appropriate. JP 3-09 and FMs 6-30 and 6-20-30 detail request procedures.

Special Operations Forces

Special operations forces (SOF) include Army Special Forces (SF), Rangers, special operations aviation (SOA), psychological operations (PSYOP), and civil affairs (CA) units. (SOF support may also include special operations forces from other services.) PSYOP and CA activities habitually support both conventional and unconventional units throughout the battlefield. Doctrinally, SF, Rangers, and SOA are theater-level assets that help accomplish strategic, operational, or tactical objectives through special operations.

Rangers, SF, and SOA normally operate under the theater's special operations command (SOC) or JTF headquarters, but there may be exceptions. In an offensive operation, a division could link up with, and have temporary tactical control (TACON) of, an SF unit. In this situation, the SF unit may assist the division with tactical missions (reconnaissance, intelligence). Normally, a special operations command and control element is attached to the division and provides the interface between deployed SF units and the division headquarters. Finally, the division can nominate targets to corps for execution by SF and Ranger units.

Psychological Operations

Echelons above division PSYOP units influence political, military, economic, and ideological actions that support both long-term and immediate division objectives. A tactical PSYOP company from the corps PSYOP battalion is normally attached to or placed in direct support of the division. The PSYOP company is normally controlled through a division PSYOP support element (DPSE) located with the division's main CP. The division may coordinate additional operational- and strategic-level PSYOP assets to assist in the mission if needed.

The EAD tactical PSYOP companies use loudspeakers, audiovisual equipment, and leaflets to influence specified target groups of people within the division's AO. Under supervision of the division G3, the tactical PSYOP teams disseminate propaganda designed to lower the morale and combat efficiency and fragment the loyalty of enemy military forces throughout the division battlefield. The company may also support division deception operations. In the division rear area, PSYOP forces work closely with civil affairs units to gain the trust and confidence of the local civil population and minimize civilian interference with division operations.

Civil Affairs

During operations, the division normally has a corps CA battalion attached. Under staff supervision of the division G5, the battalion headquarters analyzes the division mission for CA requirements and prepares the CA annex to the division plans and orders. It provides and facilitates civil-military cooperation and interface between the division and foreign civil authorities or foreign military forces.

The battalion provides specialized CA technical support throughout the division area and normally attaches CA teams to each major subordinate element of the division. These teams function as CA staff elements for the units to which they are attached. They plan, coordinate, and supervise the supported commanders' directed CA activities.

Civil affairs personnel assist the division by identifying available local resources, facilities, and support required to accomplish the mission. They coordinate US requirements for and assist in acquiring these resources. CA units minimize local population interference with military operations and help locate and identify population centers in the division's area of operations.

The CA element also assists the commander in meeting legal and moral obligations to the local population. This assistance requires civil affairs personnel to know international agreements (Hague and Geneva Conventions, status of forces agreements), national laws, US laws, and executive directives that define the commander's moral and legal responsibilities to civil populations.

Finally, civil affairs personnel review current plans and future operations with applicable laws and agreements, provide advice, and assist the commander in meeting his obligations. (See Army and joint CA publications in references.)

In geographic regions where the indigenous government remains operational during US military operations, CA personnel working for the G5 interface with the local government officials. This interface allows the commander to coordinate with the civil sector for logistics support and population control as well as to gain information and intelligence from host nation contacts.

Other Support Relationships

Army, joint, and multinational units or elements may perform missions within the area of operations of a corps, division, brigade, or battalion with which they have no formal command or support relationship. (See Figure 1-9.) Parent units sustain their elements dispersed throughout the battlefield unless they are attached for support. When mission requirements exceed the support capabilities of their parent units, dispersed elements may coordinate for support with the division controlling the area of operations. These units are responsible for the terrain they occupy and are integrated into the overall operational plan. The division rear CP assigns a coordinating staff and or a host unit as the nondivisonal unit's point of contact (POC) with the division.

Nondivisional Units	Coordinating Staff and Host Unit POC
Maneuver (ground)	Division G3
Army Aviation	Division G3/Avn Bde
Field Artillery	FSE/DIVARTY
Engineer	ADE/Division Engr Bde
Military Police	Division Provost Marshal
Intelligence	Division G2/Division MI Bn
Air Defense	A2C2/Division ADA Bn
Supporting CSS Units	Division G4/DISCOM
Chemical Units	Division Chemical Officer
Signal	Signal Officer/Signal Bn
PSYOP	Division G3
Civil Affairs	Division G5
Personnel Service Support	Division G1/AG

Figure 1–9. Nondivisional units and divisional POC

CHAPTER 2

FUNDAMENTALS OF DIVISION OPERATIONS

Today's Army operations reflect the changing nature of modem warfare. Within these operations, divisions remain versatile organizations that perform a wide range of missions. Today's divisions must deploy, in total or in part, anywhere in the world with little notice. Additionally, divisions must operate within a joint, multinational, or multiagency environment, synchronizing all available systems—air, land, sea, space, and special operations—to be successful. Division commanders use a battlefield framework to make this synchronization work.

Fighting and winning battles and engagements remain the division's primary purpose. Division commanders think and fight in depth. Commanders attack the enemy simultaneously. They mass effects of combat power when and where necessary to quickly defeat or deter an enemy. The intent is to deny an opponent any chance to escape or retaliate. Combat should not be viewed as a fair fight between relatively equal foes.

Although this manual contains some changes to division doctrine, the way divisions attack, defend, and conduct retrogrades has changed little. However, operations are now designed to exploit our technological assets across all the battlefield operating systems. Army divisions use precision tires and the maximum range of all organic and supporting systems to set conditions for maneuver forces, which deliver the decisive blow, while minimizing risk to our soldiers. Reconnaissance and security remain crucial in division operations. Also crucial are actions to preempt and counter the enemy's reconnaissance, intelligence, surveillance, and target acquisition efforts. Deception (aligned with the corps or joint force plan) and OPSEC continue to mislead the enemy commander, prompting him to act prejudicially to his interests. Sound logistics operations sustain the force.

This chapter discusses fundamentals of division operations under five main topics. It addresses division doctrine for force-projection operations. It describes division operations in depth and battlefield visualization. It depicts a framework for battlefields. Lastly, it discusses the battlefield operating systems as they apply to division operations.

FORCE PROJECTION

The Army today maintains only a small *foward presence* as opposed to large *forward-deployed* elements in regions vital to our national interests. Forward-presence forces can defend for a short time but depend on reinforcements from the CONUS, other areas, or other nations. Forward presence requires an Army that can rapidly project forces globally for a wide range of missions associated with regional contingencies. Once deployed, forces must have the operational capability to successfully complete their missions. Today, all divisions must be able to quickly respond to missions anywhere in the world.

Force projection is the demonstrated ability to rapidly alert, mobilize, and deploy and operate anywhere in the world for war or operations other than war (OOTW). Force-projection operations range from mobilization and deployment of forces, to redeployment and (in some cases) subsequent demobilization. Previous doctrine limited such operations to a few quickly deployed units. Today all US Army divisions must be prepared to perform force-projection operations.

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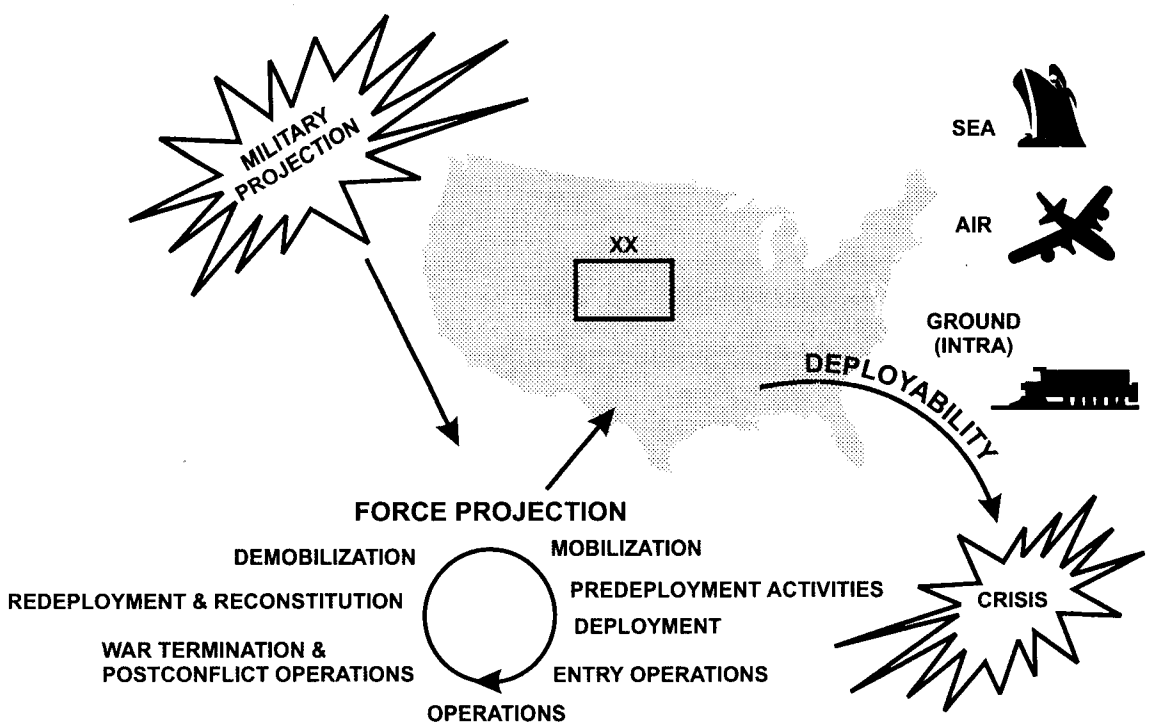


Figure 2–1. Divisions and force projection

Force projection usually begins as a contingency operation—a rapid response to a crisis. Occasionally it may involve a deliberate, slow buildup and deployment. A force-projection operation may be planned at the division headquarters but only involve a smaller force, such as a battalion task force with appropriate logistics assets. During peacetime, the division trains and plans for war and specifically assigned missions, to include force-projection operations.

Divisions execute force projection in general stages (Figure 2-1). Many situations require deploying commanders to have units in more than one stage simultaneously. The following paragraphs, however, describe each stage separately. (Appendix C provides additional guidance in preparing for division force-projection operations.)

Mobilization

During mobilization, all or part of the armed forces are brought to a state of readiness for war or other national emergency. This includes activating assistance reserve components (RC) and the assembling of supplies and material. (RC units face significant challenges during mobilization. Specifics may be found in FM 100-17.) Strategic mobilization includes industry. Although there are five levels of mobilization, the process is continuous and not necessarily sequential. The levels are—

- Selective mobilization.
- Presidential selected reserve call-up.
- Partial mobilization.
- Full mobilization.
- Total mobilization.

The five levels of mobilization are further detailed in Appendix D.

Divisions rarely have specific predesignated responsibilities for mobilizing RC forces. Division (and corps) commanders, however, monitor the mobilization of units that will provide key support to their operations. Nondeployed corps and divisions may be tasked to support the mobilizations of RC units. US Army Forces Command (FORSCOM), with assistance from state area commands

(STARCs) and the continental United States armies (CONUSAs), is responsible for Army RC mobilization. In some situations, the division commander may request activating specific RC units for specific missions (such as his rear operations cell) or individual mobilization augmenters (IMAs) to round out his staff. These requests are based on mission analysis and forwarded through the corps headquarters. Appendix D and FM 100-17 provide specifics on the Army's mobilization process.

Predeployment Activity

Predeployment activities and mobilization generally occur simultaneously. Both begin with an alert process that sets into motion actions necessary for deployment and subsequent employment of forces. Predeployment activities include planning, organizing the division's forces, and preparing personnel and equipment for deployment.

When alerted, the division initiates predeployment crisis-action planning, modifying existing plans as necessary. Modifications may include readjusting task organizations for initial entry and follow-on forces into the area of operations (AO), sequencing forces into the objective area, and refining sustainment requirements. Intelligence systems shift to meet the planning needs of deploying commanders.

Key to the division's deployment is task organizing, echeloning, and tailoring its forces. Task organizing forms combined arms task forces with limited self-sustainment capability for rapid deployment. Task-organized units develop close training relationships to facilitate both deployment and employment. Echeloning is organizing and prioritizing units for movement. Echelons are often divided into elements such as advance parties, initial combat forces, follow-on forces, and closure forces. Each echelon has a designated echelon commander. Task organizing and echeloning occur during initial planning.

Tailoring is adding to or subtracting from planned task organizations. It is situational dependent and occurs after the commander and his staff complete a thorough METT-T assessment. Divisions tailor forces after identifying initial strategic lift, prepositioned assets, and host nation and or contract services or assets.

Following receipt of a mission, the division prepares its personnel and equipment for deployment through preparation for overseas movement (POM) activities. The division normally requires administrative and logistics support from the corps to accomplish POM actions. These activities ensure that deploying units meet all requirements to deploy into another theater of operation as well as those directed by Army regulations and local authorities.

US Transportation Command (USTRANSCOM) provides strategic lift (movement) for divisions in CONUS through the Military Traffic Management Command (MTMC), the Army's component of USTRANSCOM. The division's installation transportation office links the deploying units and MTMC. Based on MTMC's movement directive, operational plans, and commanders' guidance, G3s and transportation staff backward-plan the division's departure from the installation.

Prior to a deployment, the division commander executes planned actions to transfer his installation responsibilities to the installation commander or FORSCOM control. Even when deployed, however, the division commander's total mission awareness includes the division's home station. He may retain some responsibility for units and activities not deployed, such as the division's rear detachment and family support.

Deployment

Deployment is the movement of forces and their support bases from any location to an AO in response to a military need or crisis. Division units deploy via ports of embarkation (POEs). (See Figure 2-2, page 2-4.)

The careful sequencing of forces into an AO helps stabilize the situation, allows for rapid buildup of capabilities, and maintains a viable force-protection capability. The arrival of the division's personnel and equipment is programmed by time-phased force deployment data (TPFDD). Generally, heavy equipment moves to a seaport of embarkation (SPOE) by rail or heavy truck transport. Lighter equipment and troops in deployment configurations may move to an aerial port of embarkation (APOE) by truck and bus.

Deploying units may process through an intermediate staging area (ISA) located between the POE

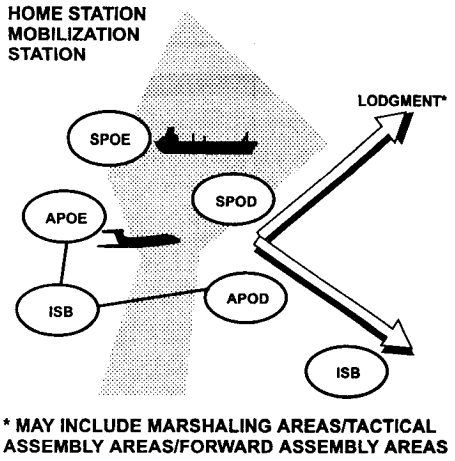


Figure 2–2. Division deployment

and the port of debarkation (POD). Deployed units arrive in a theater at an aerial port of debarkation (APOD) and or seaport of debarkation (SPOD). Division units then move rapidly out of the PODs through the marshaling areas, staging areas, and into tactical assembly areas or logistics bases before executing operations.

Entry Operations

Entry is the sequencing of forces into an area of operations. The division arrives into the AO as either an entry force or a follow-on force. Entry forces are lethal and survivable, tailored to carry out initial combat operations to secure the lodgment. Follow-on forces expand lodgments and build up combat power to conduct extended combat operations. The division's entry may be opposed by an adversary or it may be unopposed.

During opposed entry operations, division forces conduct forcible entry into an area that may contain hostile forces. The division normally secures an airhead or a beachhead for the arrival of additional forces; however, it could be tasked to conduct immediate combat operations to defeat the enemy. In either situation, early entry forces are predominately combat units.

During unopposed entry operations, the division may serve as a deterrent, act as the advance detachment for a much larger deployment that will follow, or participate in noncombat operations. During unopposed entry operations under hostile conditions, the division deploys into an AO where combat is underway or imminent, but the APODs and SPODs are secure and under friendly control. In both opposed and unopposed entry, commanders take actions to secure their forces. The composition of the initial entry forces depends on the commanders' analysis of the situation.

Successful entry operations result from good planning and coordination. Following receipt of a mission, commanders conduct mission analysis. They determine both the mix of forces and arrival sequence. As deployment nears, timely theater-specific intelligence, operational data, and logistics information must flow directly to the units conducting the early entry operations. Initially, the force commander depends on national, theater, joint, and space-based systems for "pushed" intelligence and



Early entry forces are ready to conduct immediate combat operations to defeat the enemy.

targeting information. However, it is critical that the division's intelligence architecture can "pull" any specific information to meet the division's needs.

During entry operations, joint or multinational fires provide the division's core fire support and interdiction capabilities. Once the division establishes a lodgment and force packaging allows, organic assets augment joint fires. In entry operations, joint fires capabilities are critical to protect the force.

Entry forces are primarily active component (AC) forces. Specialized RC units may be mobilized if needed. Specific RC capabilities include seaport- and airfield-related units, civil affairs units, mortuary affairs units, and terminal operations and transfer units. Additionally, special operations forces may precede and link up with entry forces.

Operations

Operations comprise actions that lead to or directly contribute to accomplishing the combatant commander's mission. The operations phase of force projection may occur immediately or after a long buildup.

Division commanders conduct both combat and noncombat operations to achieve their higher commander's intent. During combat operations, divisions conduct offensive, defensive, and other operations detailed in subsequent chapters of this manual. The division may conduct or participate in noncombat operations as part of OOTW, described in Chapter 8.

War Termination and Postconflict Operations

Successful operations lead to accomplishing the combatant commander's mission. War termination and postconflict operations restore conditions in the area of operations favorable to US national policy.

As hostilities terminate in parts of the AO, units occupying those areas may reorganize and transition to planned postconflict activities. During this period, the division focuses on securing its force and ending hostilities throughout the entire AO. Division operations stabilize the area. The division may restore order, establish or reestablish essential infrastructure, and prepare for redeployment of its forces. Often, this transition begins even if some residual combat is still underway.

Planning is vital for successful postconflict actions, beginning well before combat operations cease. The division commander and elements of his staff consider adjusted rules of engagement, force-protection measures, interagency and host nation issues, as well as the transfer of authorities and responsibilities.

Versatility is also vital to postconflict activities. Division units may be tasked to do things for which they are not specifically trained, but can accomplish. Postconflict tasks include controlling indigenous personnel, whether hostile or friendly, in and around the unit locations; assisting with EPW control; and assisting in civil affairs. Civil affairs tasks include developing populace and resources control measures designed to deny the enemy access to the populace, assisting local civil police, and developing property control measures. These activities help restore order and protect the local population. Additionally, the division may assist with civil-military operations which include foreign nation assistance, populace and resource control, humanitarian assistance, military civic action, and civil defense. The division will also begin retraining its own forces on critical tasks.

With proper augmentation and planning, the division can provide specialized skills and training to assist the host government. Generally, these skills are found within CS and CSS units, such as staff judge advocate, PSYOP, medical, engineer, law enforcement, signal, transportation, maintenance, civil affairs, and ministry teams. The division may also be tasked to initiate nation-assistance activities and humanitarian assistance.

The division may transfer specific responsibilities within its AO to nongovernmental organizations (NGOs), and or private volunteer organizations (PVOs). For example, the International Red Cross may assume responsibility for medical treatment of all non-US military personnel. The corps or JTF commander may deploy specialized nondivisional military forces to reestablish and control law and order. This action may involve many US and international agencies.

Transferring responsibilities may involve merely withdrawing from a previously occupied position. In other cases, the transfer may be more

complicated. Whatever the situation, the division commander ensures an orderly, disciplined transfer within the area of operations and begins preparing units for redeployment or action elsewhere.

Redeployment and Reconstitution

This stage includes two major functions: deployment back to CONUS or to another theater, and reconstitution of division units as appropriate.

Redeployment begins as directed and as the situation allows. Initially, the division quickly redeploys advance parties and less essential units, personnel, and equipment. Preparation for redeployment begins as division units start assisting other organizations with postconflict missions. Redeployment requires task organizing and echeloning similar to deployment. During this stage, unit strength and equipment status may change often, but accurate accountability is key to the reconstitution effort. Additionally, commanders carry out training programs to maintain individual and unit mission essential task list (METL) proficiency. Protection of the force remains critical.

Reconstitution is rapid preparation for follow-on missions. Reconstitution goes beyond normal day-to-day force-sustainment actions. It is defined as extraordinary actions that are planned and carried out by commanders to restore units to a desired level of combat effectiveness commensurate with mission requirements and availability of resources.

Reconstitution may include reestablishing or reinforcing command and control; cross leveling or replacing personnel, supplies, and equipment; using command priorities to allocate resources; conducting essential training; and reestablishing unit cohesion. Reconstitution may be required for any combat, CS, or CSS unit and must be anticipated at all levels of command. (See FM 100-9.) Reconstitution could begin during postconflict activities. Some reconstitution actions may be completed quickly while other actions require many days to complete.

Division commanders use one of two reconstitution options to return units to a specified level of combat capability—reorganization or regeneration. Reorganization shifts internal resources within a degraded unit to increase its combat effectiveness. Regeneration rebuilds a unit through large-scale replacement of personnel, equipment, and supplies; reestablishes or replaces essential command and control; and conducts mission-essential training. The decision to regenerate is normally made at least two levels above the unit being regenerated. Reconstitution of units is significant and is done only with careful planning. Appendix E of this manual; the FM-63 series (combat service support) manuals; and FM 100-9 detail division redeployment and reconstitution actions.

Demobilization

Demobilization is the transfer of units, individuals, and material from an active to an inactive status. Generally, demobilization applies to RC units. Reserve component units face the challenge of ensuring compliance with a myriad of regulations concerning demobilization. (See FM 100-17.)

An active division's involvement is minimal in demobilizing RC units; however, division personnel may assist. Commanders are responsible for timely award recommendations as well as evaluation reports for RC units and individuals that were attached or assigned during the deployment. Additionally, the division may maintain and or safeguard strategic reserves of supplies and equipment until they are returned to the US Army Materiel Command.

OPERATIONS IN DEPTH

New Focus

Our AirLand Battle doctrine of 1986 emphasized the sequential attack of an approaching enemy force. At the operational level, deep operations included efforts to isolate current battles and to influence where, when, and against whom future battles would be fought. At the tactical level, the Army fought deep to shape the close battle.

AirLand Battle doctrine has evolved into today's full dimensional warfighting doctrine. Advances in technology and the exploitation of space-based platforms have increased the range, lethality, and accuracy of military systems. Modern-day commanders have the ability to conduct operations simultaneously throughout the enemy's depth to gain synergistic effects of modern-day systems.

Simultaneous application of combat power throughout the depth of the battle area defeats the enemy rapidly with minimum friendly casualties and is preferable to the attrition nature of sequential operations.

FM 100-5

Operations now set the conditions for maneuver forces to deliver the decisive blow. Our technological assets and precision fires minimize risk to our soldiers while increasing our lethality. These actions place multiple critical enemy functions at risk at the same time. They desynchronize the enemy's plan and his ability to generate combat power. They also deny an enemy cohesion to execute his plan. In sum, division commanders degrade the enemy's will and capability to fight.

Expanded Battlefield

Operations in depth are not the same as deep operations. Operations in depth expand the battlefield in purpose, space, time, and resources and allow the division commander to completely dominate the tempo of the battle. Commanders strive to continuously engage the enemy throughout the depth and breadth of the battlefield.

With access to national reconnaissance, intelligence, surveillance, and target acquisition (RISTA) assets, corps and divisions acquire deep and improved real-time targeting information. The division commander can employ fires and maneuver deeper than ever before in history. Soon, such fires may include the Army tactical missile system (ATACMS), Tomahawk land attack missile (TLAM), as well as multinational deep attack assets.

Long-range, real-time acquisitions, combined with precision fires, help the division defeat enemies at great distances or reduce enemy combat capability before joining the close fight. ATACMS, MLRS, TLAM, and fixed- or rotary-wing aircraft may support operations day or night, under most weather conditions, and at significant stand-off ranges. Improved munitions, such as dual-purpose improved conventional munitions (DPICM) and family of scatterable mines, increase the division's lethality. Today's division commanders must think as well as fight in depth.

At all echelons in the division, a commander's vision and intent drive the use of forces throughout the battlefield. The division commander translates his vision into a clearly articulated commander's intent that provides subordinate commanders the overall purpose and the desired end state of the operation. (See FM 101-5.) The intent statement guides the force as a whole. The more fluid the battle and the more dynamic the tempo of operations, the more important it is for subordinate commanders throughout the battlefield to understand the operation's purpose. This allows them to act with initiative and agility under changing circumstances.

Division commanders attack opposing enemy forces in multiple dimensions. Early doctrine focused on the destruction and or defeat of enemy maneuver forces in the close battle. Those commanders conducted deep operations to shape the close fight or to control the rate at which enemy forces entered the close tight. Now, commanders attack the enemy simultaneously as part of joint operations.

The division commander can engage (using maneuver or lethal and nonlethal fires) the enemy using counterfire against his fire support systems. Simultaneously, the division can attack the enemy's command and control (C^2) using fires or EW and attack the enemy's reserve with a full complement of long-range joint tires. Deception, PSYOP, special operations, and similar means are integrated to maximize synergistic effects. The enemy is confused and frustrated, incapable of generating combat power or sustaining his tempo, gaining the initiative, or executing any course of action.

Division commanders and staffs think of a compressed battlefield (deep, close, and rear) and one fight, occurring during a single window of time. Commanders leverage technology and information to improve the assimilation, production, and distribution times of key information (intelligence, technical fire support, and C^2). Automated systems provide near-real-time connectivity from "sensor to shooter" required to effectively and safely conduct simultaneous attacks in depth.

Additionally, operations in depth allow division commanders to control the tempo of friendly and enemy operations. As the tempo increases beyond

the enemy's ability to react effectively, commanders exploit these conditions through aggressive joint fires (destructive and disruptive) and maneuver. This results in prioritized, multidimensional attacks at decisive points and critical times on the battlefield at the time and place of the division commander's choosing.

Resources available to division commanders are limited. Therefore, each commander must best use what is available to successfully conduct operations in depth. Competition for strategic lift assets will require hard decisions and careful prioritization of requirements. Future operations require a vision of the integrated employment and support from many organizations, such as national, joint, multinational (particularly host nation), and interagency.

As part of a joint force, divisions may have these fires available:

- Artillery fires.
- Air support.
- Naval surface fire support.
- Missiles.
- Electronic warfare support.

By their nature, these fires are delivered primarily by joint or multinational forces and enable simultaneous attacks in depth. As with all fires, care is taken not to damage protected targets.

PSYOP forces plan, conduct, and support military operations (war and OOTW) at the strategic, operational, and tactical levels. PSYOP activities are tailored to meet the type of operations the division conducts. During the defense, PSYOP forces can assist an economy of force capability through deception operations at the same time the division is conducting a counterattack into the enemy's flanks.

Electronic warfare uses electromagnetic or directed energy to degrade, neutralize, or destroy enemy combat capability. Electronic warfare (nonlethal attack) includes jamming and electromagnetic deception. Division commanders can use EW to jam enemy AD radars and C^2 nets during air assault operations.

The unmanned aerial vehicle (UAV) appeared in Operation Desert Storm. Using UAV imagery to conduct air and artillery strikes is an effective means to attack deep targets. UAVs have the potential for performing such tasks as situation development, target development, intelligence gathering, and battle damage assessments (BDAs).

As commanders conduct operations throughout the depth of the battlefield, our logistics system integrates supply and transportation functions. The right supplies must be delivered at the right time and place to avoid logistic culminating points. The timing and delivery of supplies depends on—

- Real-time monitoring of corps and division operations.
- In-transit visibility over logistics.
- Mobility of sustainment assets.

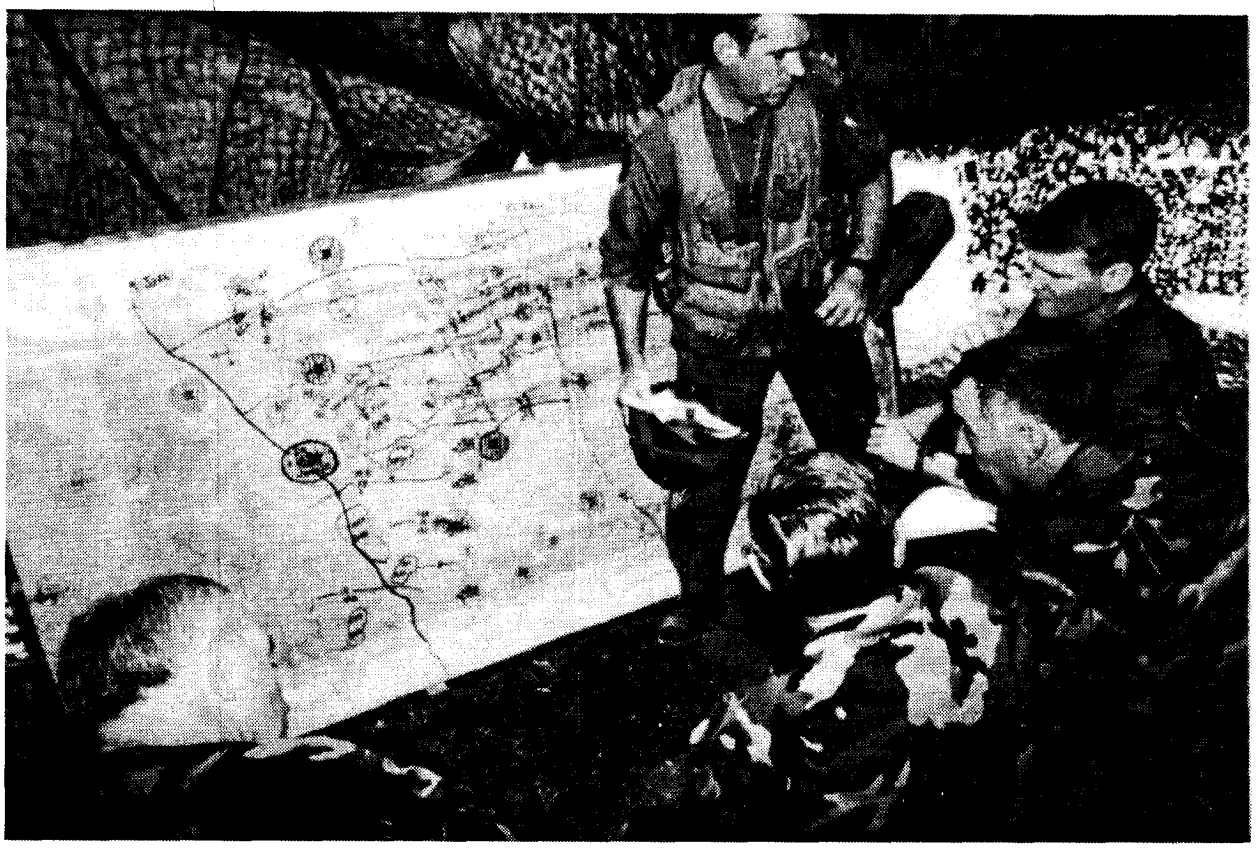
Future requirements must be anticipated to enable timely, consistent resourcing of operations, while reducing backlogs and stockpiles.

BATTLEFIELD VISUALIZATION

Battlefield visualization is a key aspect of battle command. It is the process whereby the commander develops a clear understanding of his current state, envisions a desired end state, and then subsequently visualizes the sequence of activity that will move his force from its current state to the end state. Once the commander has been assigned an area of operations (AO), he begins to visualize the operation he will conduct before any mental constraints (boundaries, phase lines, and fire control measures) are emplaced.

The first aspect in the commander's visualization is gaining an understanding of the current state of his unit and that of the enemy. This includes gaining an awareness of the enemy and friendly full status, to include combat readiness, logistical status, location, speed of advance, tempo of operations, known vulnerabilities, and probable course of action. Also included for both the enemy and friendly force are environmental factors such as terrain and weather, human factors such as morale and fatigue, and less tangible influences such as culture, religion, and similar factors.

The second aspect of the commander's vision is his ability to clearly discern a desired end state. Initially, this involves foreseeing a feasible outcome to the operation which results in mission success and leaves the unit postured for the next mission.



Battlefield visualization is vital in battle command. The commander develops a clear understanding of the current state, envisions the desired end state, and visualizes the sequence of activity that will move his force to the end state.

The third aspect of battlefield visualization is the commander's ability to envision a sequence of actions (an intellectual war game) that will cause his force to arrive at the desired end state. Included in his visualization are the contingencies (branches) and follow-on missions (sequels) which the commander might encounter when conducting the operation. Ultimately, the commander articulates his battlefield vision to his subordinates and staff through his commander's intent statement which guides the development of his concept of operations.

The ability to visualize a battlefield is an essential leadership attribute of our commanders. It is learned and attained through training, practice, experience, wisdom, and available battle command technologies. It is critical to accomplishing the mission.

Battlefield visualization is fundamental to the establishment of a battlefield framework. A battlefield framework for any operation results from, and is a natural extension of, this process.

BATTLEFIELD FRAMEWORK

A battlefield framework helps commanders relate friendly forces to one another and to the enemy in terms of time, space, and purpose. The concept of a battlefield framework is not new, but the proliferation of military and advanced technology, and the influence of joint doctrine, have caused the battlefield framework to evolve.

The battlefield framework is relevant to any battlefield, to include those in military operations other than war (OOTW). However, the following discussion applies primarily to conventional combat operations.

The battlefield framework consists of four interrelated components: area of operations, area of

interest (AI), battlespace, and a specific battlefield organization. As a result of the battlefield visualization process, and given his AO, the commander can translate his vision into his framework.

First, the commander mentally establishes an area in which he must focus his intelligence gathering means to ensure he is aware of those factors which may have a near-term impact on his operation. This is called the area of interest.

Next, the commander determines the three-dimensional area in which he seeks to dominate the enemy. This volume is referred to as the commander's battlespace. Finally, he lends structure to the AO through a specific battlefield organization using boundaries, phase lines, and similar measures.

Figure 2-3 depicts the battlefield framework. Two of the components are depicted with military operational graphics. These are the area of operations and the battlefield's organization within an area of operations. The other two components, battlespace and area of interest, are not depicted as operational graphics. They are mental constructs which commanders use to form an orderly arrangement of the battlefield in order to gather information and dominate the enemy.

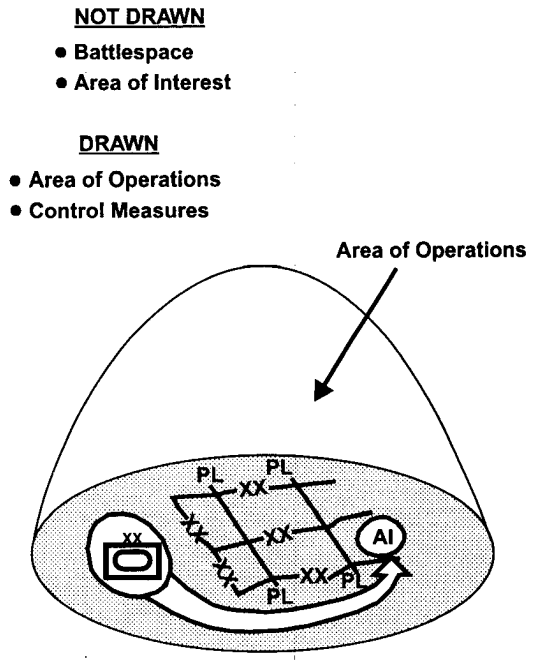


Figure 2–3. Battlefield framework

Area of Operations

A commander is assigned an area of operations by his higher commander. An AO is a three-dimensional volume, prescribed by boundaries on the ground, and includes the airspace above.

The size of the AO depends on METT-T, but must be large enough for the commander to accomplish his mission and to protect the force. Boundaries may require frequent adjustment based on the actual and projected rate of maneuver and the operational environment. Areas of operations may be used to divide large areas into smaller geographical areas in which tactical-level battles are fought. However, due to advances in technology and capabilities of our battlefield systems, an assigned area of operations may not necessarily allow the commander to employ all his organic, assigned, and supporting assets to their fullest capabilities.

Area of Interest

The area of interest is a geographical area from which information and intelligence are required to execute successful tactical operations and to plan for future operations. Because staffs need time to process information and to plan and synchronize operations, the tactical commander's area of interest is normally larger than his battlespace and area of operations. Normally, the area of interest includes any threat or characteristic of the battlefield environment that will significantly influence a commander's current or future mission. A commander's area of interest also includes areas adjacent to the area of operations (forward, flanks, and rear) in which enemy actions and the environment will affect current and future battles. Each commander determines his own area of interest.

Battlespace

Battlespace is the volume in which the commander seeks to dominate the enemy. It is through his battlefield visualization that a commander decides where, when, and how he will dominate the enemy within his battlespace.

A commander's battlespace expands and contracts in relation to the ability to acquire and engage the enemy with joint or multinational forces. It can change as the commander's vision of the battlefield

changes. It is influenced by time, tempo, depth, and synchronization.

Battlespace is not assigned by a higher commander. Although not depicted on a map or on a computer monitor, it usually extends beyond the commander's area of operations, and may overlap with the battlespace of other commanders. At the tactical level, the area in which a commander dominates an enemy, his battlespace, is normally smaller than his area of interest.

Key considerations in determining the size of battlespace include the depth and resolution of supporting intelligence, the commander's concept for employing both organic and supporting weapons, and the disposition of the opposing force.

Battlefield Organization

Three closely related sets of activities characterize operations within an AO—deep, close, and rear (see Figure 2-4). Commanders think through and fight throughout the depth and breadth of their AO in a way that deep, close, and rear operations appear to the enemy as one continuous operation. Simultaneous operations in depth seek to attack the enemy concurrently throughout the battlefield.

Tactical commanders consider all aspects of three-dimensional battle and use standard control measures to organize battlefields within their AO. Battlefields may be linear, asymmetrical, or noncontiguous (see Figure 2-5, page 2-12). Generally, tactical battles include deep, close, and rear components. Each is part of the entire tactical battle—each operation is part of the whole. Intrinsic to each operation is a fight to protect the division's force.

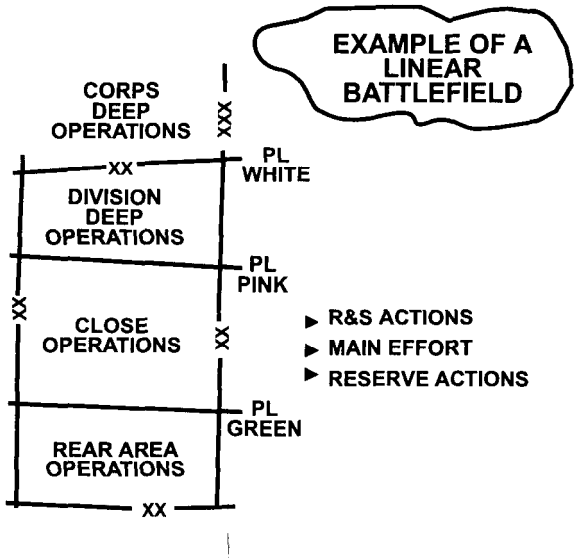


Figure 2–4. Tactical battlefield organization

At higher echelons (for example, divisions, corps, JTFs), phase lines or forward boundaries separate corps or joint force deep attack areas from the division's deep attack area. More important, commanders at these echelons agree on actions, responsibilities, effects, and desired outcomes relative to their deep operations. The following paragraphs discuss this organization of tactical battlefields as it relates to division operations.

Deep Operations

Deep operations are normally those conducted against the enemy's forces or resources not currently engaged in the close fight. They prevent the enemy from using his resources where and when he wants to on the battlefield. Deep operations are not necessarily y a function of depth, but rather a function of what forces are being attacked and the intent of the operation. Division deep operations dominate the enemy by nullifying his firepower, disrupting his C^2, disrupting the tempo of his operations, destroying his forces, preventing reinforcing maneuver, destroying his installations and supplies, and breaking his morale. Maneuver, precision fires, and command and control warfare (C^2W) supported by intelligence can be combined to execute deep operations. Divisions conduct deep operations in both the offense and the defense.

Deep operations normally occur forward of ground reconnaissance and security forces. They may—

- Limit the enemy's freedom of action.
- Alter the tempo of operations in favor of the division.
- Deny the enemy the capability to concentrate his forces.
- Isolate the close operation.
- Destroy the enemy's will to fight.

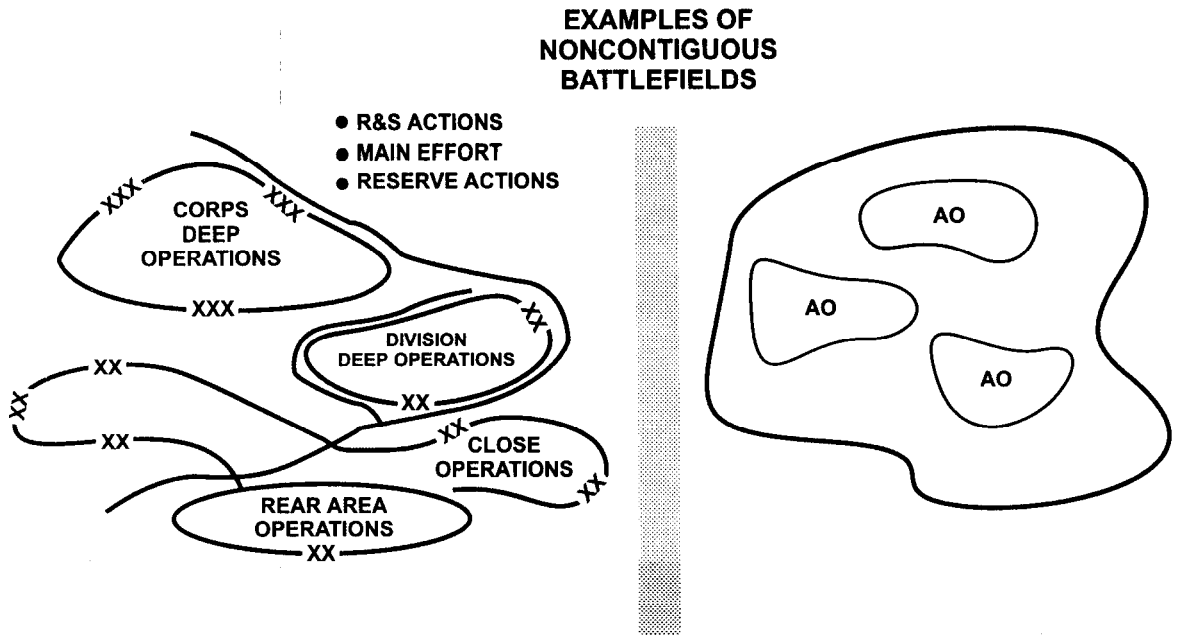


Figure 2–5. Tactical battlefield organization continued

Whether in the offense or defense, deep operations perform one or more of the following functions:

- Interdict enemy lines of communication.
- Prevent the employment of enemy counterattack or follow-on force.
- Destroy units and critical targets.
- Cut off routes of withdrawal.

Division deep operations that focus on the enemy's lines of communication not only disrupt his supply (effects may not be immediately felt), but also cut off his avenue of retreat. The destruction of forces or supplies affects the enemy both physically and psychologically. Deep operations may not always require the physical destruction of the enemy force, the disruption of his lines of communication, or the interdiction of his reserves to decisively affect the close operation.

Deep operations will often occur simultaneously with other operations (close and rear), or they may occur sequentially. Simultaneous deep and close engagements prevent the enemy from concentrating his strength. These engagements force the enemy to fight in one direction and protect himself in another. This causes the enemy to commit his forces where not intended and weakens both his overall posture and his plan. Simultaneous operations allow commanders to control the tempo of the battle; sequential operations "shape the battlefield." Sequential operations are normally designed around the commander's concept for the close fight.

The commander and staff must clearly understand the purpose and objectives of deep operations. They must recognize the potential benefits of a deep operation versus an operation against committed forces on the forward line of own troops (FLOT). More important, the commander must have the experience to appreciate or justify the risks involved in sending a force deep. To recognize which objectives are worth those risks and when to take them comes from experience, training, and knowledge of the capabilities and intent of friendly and enemy units.

Deep operations are often joint operations, combining a variety of service systems to achieve the best possible results. Systems and forces may include field artillery, missiles (joint and multinational), air interdiction (joint and multinational), attack helicopters, air assault forces, airborne forces, ground maneuver forces, special operations forces (joint and multinational), and C^2W assets (joint and multinational).

Deep Maneuver. Maneuver forces can attack deep. Both armored and light forces have utility in

a deep maneuver, depending on the factors of METT-T. Division aviation units are also capable of conducting deep maneuver. Because divisions have relatively few attack aircraft, commanders must weigh the risk to deep attacking helicopters against expected results. They also consider the planned use of and unexpected need for Army aviation units throughout the battlefield.

Fire support, tailored according to the mission, accompanies the deep maneuver forces. When required, artillery can accompany deep maneuver forces through its self-propelled or towed capability, or through the use of aviation lift assets. However, if possible, supporting fires should be fired from the friendly side of the FLOT. Without accompanying indirect fire support assets, the deep maneuver force is smaller and more mobile, requiring less ammunition and other classes of supply. A rapidly moving offensive force requires special coordination to provide close air support (CAS) in route, and in the objective area. All air requirements must be identified early in the planning process to allow time to request and coordinate the support.

Generally CSS is provided to the deep maneuver force through self-sustainment or lines of communication (LOC). If the force is task-organized to be self-sustaining, its endurance and range are limited to the quantity of supplies it can carry. The primary constraints will be class III and class V, and medical evacuation for the division. Keeping the lines of communication open to the maneuver force and providing support from the rear area increase the endurance and range of the force but require additional forces to secure the LOC from vulnerability.

Infantry forces used in a deep maneuver role may remain behind in the enemy rear as "stay behind" forces, use infiltration, or be inserted by airborne and air assault operations. Armored forces are used when a penetration or an envelopment of the forward edge of the battle area (FEBA) is made. Unless required, the deep maneuver force does not conduct its own penetration; rather main battle area (MBA) units on the FEBA accomplish this mission. Finally, the division commander must carefully consider the time and resources required for the deep maneuver force to strike and return or link up with the main body. Misjudging either can result in loss of the deep force or failure of the force to accomplish its mission.

Deep Fires. Commanders normally conduct deep fires with organic and supporting Army field artillery and joint fires-both air and ground. Fires of sufficient intensity, even without maneuver, can disrupt and force changes in the enemy plan. Division deep fires must focus on developed high-payoff targets.

Division deep operations often require packaged flights of Air Force, Marine, or Navy aircraft with the fill complement of munitions, electronic combat, joint suppression of enemy air defenses (JSEAD), and force protection against enemy air.

Deep Command and Control Warfare. Command and control warfare (C^2W) is a relatively new joint term and new to Army doctrine. It is a key component of information warfare. (See FM 100-6.) C^2W integrates OPSEC, military deception, jamming, and physical destruction to deny information to an enemy; to influence, degrade, or destroy an enemy's C^3 capabilities; and to protect friendly C^3 capabilities against such enemy actions. C^2W supports the tactical plan. C^2W disrupts the enemy's troop control process, increases enemy decision times, and reduces his ability to concentrate forces throughout the battlefield.

One component of C^2W is electronic warfare. Electronic warfare enables the division to protect its own electronic systems while electronically attacking those of the enemy. During deep operations, commanders use EW assets for jamming, electronic deception, and targeting to degrade, influence, or destroy enemy electronic capabilities. The goal is to identify high-value C^2 nets and to disrupt enemy electronics and communications activities at critical times during his decision cycle.

OPSEC, deception, and jamming result in a combination of lethal and nonlethal attacks on the enemy. These attacks disrupt enemy target acquisition, intelligence gathering, and command and control systems while simultaneously protecting the division's own C^3 system from similar enemy activities. The object is either to completely destroy the enemy's C^2 system or to create ambiguity and interrupt the enemy's ability to decide and transmit plans and orders.

To be effective, C^2W must be part of top-down planning in concert with the commander's overall concept of operation. Based on the mission and the commander's concept for C^2W employment, the

commander and operations officer use intelligence assets to select and prioritize targets to support the continuous nature of planning and execution in the operation.

Deep Command and Control. All resources attacking deep must understand the commander's intent. Nowhere is this need greater because the commander rarely, if ever, leads a deep force himself. A clear intent, mission-type orders, and detailed, but simple, plans are the keys to successful division deep operations.

Deep operations are normally planned and controlled where the most information is available to the staff—the division's main CP. Subordinate headquarters establish a temporary CP, if required, near the main CP to further coordinate and augment the division's C^2 efforts.

Once the division's commanding general decides to execute deep operations, planning and coordination are normally done from a division's deep operations coordination center (DOCC) at the main CP. The DOCC may be formed by linking selected staff members from the appropriate main CP cells, either physically or electronically, under the direction of the division chief of staff. (See Figure 2-6.) The G3 assists in coordinating the deep operations. The division commander determines the configuration of the DOCC from his assessment of mission requirements, available personnel, and equipment capabilities. However, the DOCC is not ad hoc. It is a trained entity. The DOCC continuously synchronizes all BOS functions.

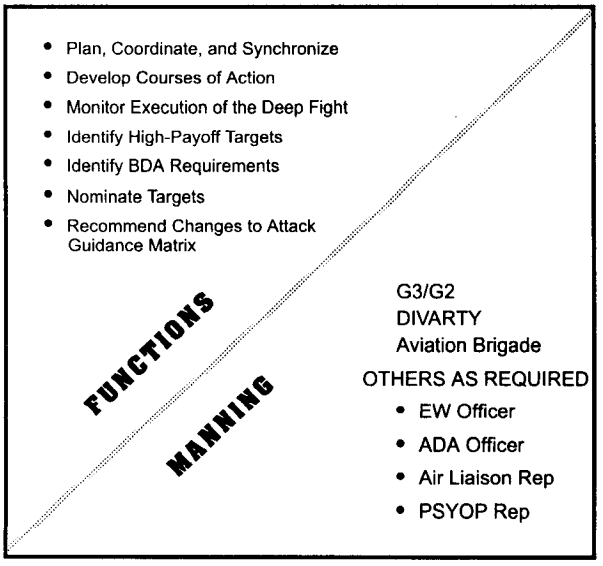


Figure 2–6. Example of DOCC

The DOCC is often configured to monitor close and rear operations and continually assess their relationship with planned deep operations. Normally, the division DOCC requires a Warrior terminal, communications, and automation equipment. The deep operations coordinator is given the requisite authority to plan and integrate specified deep operations. The DOCC concept provides the commander with a means to focus the activities of all the units, agencies, and cells involved in supporting deep operations. The overall responsibility for the synchronization of all operations---deep, close, and rear—remains with the main command post.

Close Operations

Close operations are those in which friendly forces are in immediate contact with the enemy. Commanders defeat an enemy with precision fires and maneuver, concentrating the effects of all available combat power. Commanders should strive to dictate when, where, and against what enemy units close fights will occur. A division's close operations normally include the deep, close, and rear operations of its subordinate brigades and battalions. Close operations consider and include reconnaissance and security actions, a main effort, and reserve actions. Reconnaissance and security are critical to battles and engagements.

Reconnaissance in the division is continuous. It must precede all operations. Reconnaissance actions yield information on terrain and the enemy force. Effective reconnaissance allows the commander to gain and maintain contact with the enemy and to direct friendly units into the fight. Reconnaissance units normally orient their movement on the movement of the enemy. They fight for information but usually avoid decisive combat.

Security protects and conserves the combat power of friendly units. It denies the enemy knowledge of current and future friendly force actions. Security is inherent in all military operations. At the tactical level, security actions protect the command against surprise attack and hostile air and ground observation. While all units conduct security actions, specific units are tasked to conduct security

missions (such as screen, guard, cover, and area security). Security forces orient their movements on the force or facility to be secured. Appendix A discusses reconnaissance and security in detail.

The main effort is assigned to only one unit at a time. It accomplishes an action critical to the overall mission. The commander applies combat power as necessary to support his main effort. Subordinate and supporting commanders focus on the main effort to link their actions with those around them. This part of a commander's concept permits initiative but maintains direction and cohesion. Supporting the main effort requires synchronization of combat, CS, and CSS resources.

Reserves give a commander options and flexibility, providing an edge against uncertainty. Reserves exploit successes, gain opportunity, and expedite victory. They are used to weight the main effort to maintain momentum, provide security, and defeat enemy counterattacks. Note that reserve actions are not solely in response to unforeseen enemy actions.

See Chapters 4, 5, 6, and 7 for information on close operations in the offense, defense, retrogrades, and other division operations.

Rear Operations

The objective of rear operations is to ensure freedom of action and continuous operations. Rear operations are numerous, complex, and never ending. Commanders and their staffs synchronize the rear operations functions of sustainment, terrain management, movement control with close and deep operations, and security in consonance with the commander's concept and intent.

The assistant division commander for support (ADC-S) plans and controls division rear operations from the division rear CP. He exercises his responsibilities through the division rear CP and the DISCOM CP which is normally collocated for life support, local security, and ease of coordination.

Sustainment. Rear area operations include planning and directing sustainment. Synchronizing these actions with the concept of operation is critical to the success of close and deep operations. Rear operations also ensure that sustainment is not degraded by, and does not limit, the force commander's freedom of maneuver and continuity of operations. The rear CP and the DISCOM anticipate, plan, and coordinate the relocation of CSS units in rear areas as the situation changes. CSS facilities disperse to minimize the effect of threat attacks.

Normally, the rear CP plans and coordinates the sustainment effort while the DISCOM focuses on its execution. The DISCOM recommends the location of the division support area (DSA) and the positions of units within the DSA. The DISCOM directs subordinate units, monitors their ability to provide support, and makes rear operations recommendations to the rear CP. The G5 works with the rear CP and the DISCOM to procure any needed host nation sustainment support. (See Appendix E for further discussion of sustaining division operations.)

Terrain Management. While G3s and S3s have overall responsibility for terrain management, rear CPs usually position supporting units in rear areas to support both current and future operations. Their location depends on their missions, the division's concept of operation and concept of support, and current rear area intelligence preparation of the battlefield (IPB).

The positioning of the DSA is key in terrain management. The rear CP, with the G3 and the DISCOM commander, designates the DSA. All units entering or desiring to relocate within the division rear must coordinate with the rear CP to ensure that their proposed locations do not conflict with current or projected operations, positioning, or movement priorities.

Once positioned, these units form bases (unit or multiunit positions with a definite perimeter) and base clusters (mission grouping of bases or security requirements lacking a clearly defined perimeter). The rear CP commander normally designates the senior commander within each base or base cluster as its commander. Base and base cluster commanders are responsible for positioning units within their respective areas of responsibility. Bases and base clusters fall under the control of the division rear CP for positioning, security, and movement within the division rear area. Additionally, the division rear CP (through the division G5) coordinates with HN authorities to ensure that HN facilities or units do not conflict with the division's concept of operation or concept of support.

Movement Control. Movement control includes the planning, prioritizing, deconflicting, and execution of movement plans, both internal and external (other US forces and host nation) to a unit. G3s and S3s are responsible for the movement of tactical units through or within areas of operations. Rear CPs are generally responsible for administrative moves. Additionally, they prioritize and deconflict movements within rear areas as well as plan for the sustainment of tactical movements within the division.

The G4 recommends main supply routes (MSRs) to the G3 and the commander. The G4 controls use of MSRs within the division and coordinates supply routes for supporting corps units. He identifies critical points along MSRs to the G3 who coordinates with the division provost marshal and the assistant division engineer (ADE) for security, area damage control, and MSR maintenance. The G4 coordinates with the ADCOORD for air defense coverage of MSRs.

The G3 establishes priorities for movements along division MSRs based on the overall sustainment priorities in support of the operation. Movement priorities are passed to the division provost marshal who enforces them.

Security. The rear operations cell coordinates and assigns specific security responsibilities to all forces in the rear area to ensure sustainment is not interrupted. Rear area security includes intelligence and early warning actions, response operations, base and base cluster self-defense, and rear area fire support.

The rear CP is responsible for maintaining and updating the rear area IPB. The intelligence cell at the main CP produces IPB products used and updated by the rear operations cell. The rear operations cell then produces a predictive intelligence estimate, identifying likely threat targets and intentions. This estimate, along with information on the current threat situation, is sent to all units in the division rear area. It forms the basis for planning and conducting the other three components of rear security operations.

The rear CP gathers, and disseminates to all rear area units, early warning information regarding threat air activities. The rear operations cell collects information from the Army airspace command and control (A^2C^2) element at the division main CP. It also collects information from division and corps air defense artillery units located in the division rear area, Air Force TACP airlift element at the rear CP, other Air Force control teams that may be operating in the division rear, and other rear area units. This early warning information is required to anticipate threat airborne and air assault insertions in the rear areas.

Division rear area operations must be able to respond simultaneously to a wide range of rear area threats. The rear CP plans and coordinates actions when enemy activity is discovered in the division's rear area. The division commander's concept and intent, the rear area IPB, and the ADC-S's established protection priorities drive response force planning. The rear CP melds this information with its own IPB. It positions itself in the division area where it can best provide timely support to the highest-priority facilities—those most likely to be attacked by threat forces.

Rear area threats are shown in Figure 2-7. Base or base cluster self-defense provides Level I responses to small, localized enemy threats such as—

- Enemy-controlled agent activities.
- Enemys empathizers and saboteurs.
- Terrorist activities.
- Electronic intelligence collection devices.

Normally MP units (with appropriate supporting fires) respond to Level II threats. These threats exceed base or base cluster self-defense capabilities but do not require commitment of a TCF. MPs can defeat—

- Unconventional forces-conducted diversionary and sabotage operations.
- Small combat unit-conducted raid, ambush, and reconnaissance operations.
- Special warfare intelligence collection and operational missions.

When the MP response force encounters or engages threats beyond its ability to defeat, it immediately notifies the rear CP. The response force maintains contact with the enemy and continues to develop the situation until the rear CP commits the division's TCF.

- ***Level I Threats*** *– a variety of enemy actions which can be defeated by base defense forces.*
- ***Level II Threats*** *– enemy actions which exceed the capability of base defense forces to defeat, but can be defeated by early response forces, normally MPs.*
- ***Level III Threats*** *– enemy actions which necessitate the commitment of a tactical combat force.*

Figure 2–7. Rear area threat levels

The TCF responds to Level III threats. The TCF is normally a combined arms organization. Its specific size and composition, however, is determined by a METT-T analysis. The TCF can counter limited enemy—

- Heliborne operations.
- Airborne operations.
- Amphibious operations.
- Infiltration operations.
- Ground force attacks in rear areas.

The G3 may designate a TCF as part of the division's overall task organization to respond to rear area threats. The designation of the TCF is based on a rear IPB, an analysis of METT-T, and the division commander's assessment of the overall enemy capabilities. It receives fire support from either DS field artillery units or fires from the division's GS and general support reinforcing field artillery units. The TCF will often have aviation support. When the TCF is designated, the commander coordinates with the ADC-S and division rear CP to develop multiple contingency plans for its employment in the division rear area.

The TCF is normally allocated to rear operations and committed by the ADC-S. Its premature commitment may rob the division of the flexibility and initiative required to counter the most significant enemy actions in the division's area. This decision is made when the ADC-S determines that both base or base cluster defense forces and Level II response forces are unable to counter a threat incursion or that the threat poses such a risk to the success of the division's rear operations that commitment of the TCF is necessary.

When appropriate, the TCF task-organizes its units and maneuvers them to where they can best interdict or engage the enemy force. The TCF focuses on those threat targets critical to the division—ground and air avenues of approach, drop zones, and landing zones.

The TCF coordinates with response forces (normally MPs) regarding the exchange of reconnaissance information, battle handover procedures, and contingency plans for TCF operations. The rear CP ensures that movements in the division rear do not impede TCF operations.

When the TCF is committed, its movements take priority over all other movement and sustainment activities. If the tactical situation warrants, the rear CP or the main CP requests additional corps assets to assist the TCF. Such assets include other maneuver units, fire support assets, assault helicopters, and CAS. All requested support for TCF operations is initially placed OPCON to the TCF commander.

When the TCF is committed, the rear CP designates an AO for the TCF. At that time, units, bases, and base clusters within the designated TCF area of operations are OPCON to the TCF for tactical operations until the threat is eliminated.

Base and base cluster commanders develop a base or base cluster defense plan designed to detect and defend against enemy actions. Each commander bases his plan on the division rear CP IPB, his own IPB, the current intelligence situation, and an analysis of his unit's mission requirement. To maximize unit mission accomplishment, defense plans are flexible and allow for differing degrees of security based on the probability of threat activities. Defense plans should clearly delineate C^2. This includes detection of threats through the use of observation posts (OPs) and patrols; assignment of defense sectors of responsibility to subordinates; integration of available weapons into the defense plan; identification of unit response forces to bolster the defense during an attack; obstacle, area damage control, internal air defense, and fire support planning; and air, ground, and NBC attack alarm systems.

Defense plans are given to MP units providing area security or battlefield circulation control near the base or base cluster. Defense plans are also given to forces designated to respond to attacks beyond the base or base cluster self-defense capability, and to the rear operations cell for integration into the

overall division rear defense and the support plans. Defense plans are coordinated with adjacent bases or base clusters to maximize mutual support and to prevent fratricide.

Base or base cluster commanders establish an operations center capable of maintaining 24-hour communications with the division rear operations cell for intelligence, tactical information, and direction and with their parent organization for unit mission guidance. Additionally, base or base cluster commanders establish communications with, and direct defensive operations of, other units occupying terrain within their base or base cluster.

The operations cell within the rear CP is responsible for planning rear area fire support operations. The operations cell collates base and base cluster fire plans and response force fire support plans. The rear FSE coordinates the composite rear operations fire support plan with the division FSCOORD and the FSE at the division main CP.

BATTLEFIELD OPERATING SYSTEMS

A variety of functions help commanders build and sustain combat power. These functions, called *combat* functions, are described fully in TRADOC Pamphlet 11-9 and FM 100-5. Division commanders and their staffs translate combat functions into more specific strategic and operational functions when conducting theater- or operational-level missions and tactical-level functions when conducting tactical operations. The majority of division operations are tactical; operational-level missions are rare. Strategic theater-level missions for a division are more rare. The strategic level of war major functions, *the strategic operating systems,* occur at the national military and theater strategic levels performed by civil and military organizations and unified, joint, and combined strategic forces for successfully executing strategic plans and theater campaigns.

The operational level of war major functions, *the operational operating systems (OOS),* are defined as those occurring in the theater (or area) of operations, performed by joint and combined operational forces, for successfully executing subordinate campaigns and major operations to accomplish the strategic objectives of the unified commander or higher military authority and operational objectives.

The tactical level of war major functions, *the battlefield operating systems (BOS),* are defined as those occurring on the battlefield, performed by the force to successfully execute operations (battles and engagements) by the Army to accomplish military objectives directed by the operational commander. (See Figure 2-8.)

Intelligence

Intelligence is a continuous process that occurs in peacetime as well as in war or conflict. Corps, joint, and national intelligence systems support the division intelligence effort. Collectively, this flexible array of systems and units provides the capability to locate and track the threat in support of close, deep, and rear operations. This intelligence architecture plans and directs, collects, processes, produces, and disseminates the information and intelligence commanders need to make *timely* decisions.

Tactical-level intelligence is required for planning and conducting tactical operations. It focuses on enemy formations, local terrain, and weather. It attempts to predict enemy tactical courses of action (COAs). Division and brigade commanders *drive* the intelligence they receive. Commanders focus intelligence primarily through priority intelligence



Figure 2–8. The battlefield operating systems

requirements (PIR) and designation of high-payoff targets. During war gaming, the G2 develops information requirements (IR) for each friendly COA. Each IR is linked to a specific enemy action that requires a friendly response. PIR are those information requirements critical to the accomplishment of the mission. The commander incorporates PIR into his commander's critical information requirements (CCIR).

The commander is intimately involved with PIR. He personally selects and updates them. He ensures they are tied directly to the maneuver scheme and his foreseen decisions. Because of limited collection assets, PIR must be limited to only his most critical needs. Organic collection systems may not satisfy all the commander's PIR. In that case, commanders must aggressively seek higher echelons' intelligence collection of, and answers to, their PIR. Since limited assets require tough decisions, some subordinate commanders will not have all their priority information requirements answered.

Commanders view the battlefield through intelligence. They tailor intelligence assets to get the information they need. Division intelligence assets are not normally held in reserve. Commanders weight their main effort with intelligence support. Intelligence assets are employed to their maximum capability.

Division intelligence accomplishes its missions through six primary tasks that tailor products for commanders and their staffs. (For detailed information on these tasks, see FM 34-1.)

Indication and Warning

The indication and warning task provides timely combat information and intelligence necessary for planning to many users. To prevent surprise to the force, it provides as much early warning as possible. It detects enemy actions that prove or run counter to planning assumptions, thereby alleviating risk. Indication and warning tasks intelligence systems, processes and analyzes information, and produces and rapidly disseminates intelligence to commanders and staffs to support planning and ongoing operations.

Intelligence Preparation of the Battlefield

The IPB is a continuous process that integrates the operational environment, weather, and terrain with the enemy's capabilities and doctrine. IPB is the responsibility of commanders. It allows commanders at all levels to understand the battlefield and synchronize all operating systems. The IPB results in products used by commanders and staff that display both enemy and friendly capabilities and vulnerabilities and predict potential enemy COAs. The IPB process is detailed in FM 34-130.

Situation Development

Commanders and staff use IPB products to provide an estimate of the enemy's combat effectiveness and present enemy courses of action. Situation development products confirm or deny enemy COAs. These products help the commander "see" the battlefield and provide a basis for prosecuting his plan or making appropriate changes.

Target Development

Target development products provide targets and target identification for attack with fire (lethal and nonlethal) and maneuver. The commander uses customized collection system downlinks and targeting products with fires to destroy, suppress, or neutralize targets.

Battle Damage Assessment

Battle damage assessment is an analysis of the results of a military operation for physical damage and its impact on enemy combat effectiveness. It estimates the enemy's combat effectiveness and capabilities needed to assess his probable COAs. As a function of the targeting methodology, BDA measures progress toward accomplishing the targeting effort.

Force Protection

Force protection seeks to identify and counter enemy intelligence collection capabilities and to assess friendly vulnerabilities and risk to the force. It includes all-source counterintelligence efforts, OPSEC, threat evaluations, and early warning.

The division's collection and jamming capabilities include—

- The ground-based communication intercept, direction finding, and jamming.

- Aerial communications intercept, DF, and jamming (Quickfix).
- UAV.
- Ground surveillance radars (GSRs).
- Counterintelligence and interrogator personnel.

Ground-based EW systems, when combined with Quickfix, provide communications intelligence (COMINT), intercept, and, in the near future, UAV to provide near-real-time electro-optical or forward-looking infrared radar (FLIR) imagery.

The division's mobile integrated tactical terminal (MITT) can receive and exploit secondary imagery and SIGINT from corps processors as well as other systems. JSTARS and UAV downlink data and Guardrail-collected SIGINT are available to the division and brigades via the ground station module. Brigades will also be able to receive secondary imagery through the GSM. As in the corps, the All Source Analysis System (ASAS) is the backbone of division analysis with ASAS terminals at the brigades ensuring a common view of the battlefield. Trojan SPIRIT ensures reliable intelligence communications connectivity with corps and EAC.

Maneuver

The maneuver elements of a division are its ground brigades, attack helicopter battalions, and cavalry squadron. The objective of maneuver is to gain positional advantage over an enemy and, when the conditions have been met, to strike the final decisive blow—that is, to close with and defeat the enemy while minimizing risk to our soldiers. Maneuver units avoid head-on encounters. Maneuver units purposefully strike vulnerable enemy flanks and rear areas to achieve superior combat power and inflict the greatest damage upon the enemy.

Reconnaissance and Security

Reconnaissance and security operations are subsets of the maneuver BOS. reconnaissance allows commanders to gain and maintain contact with the enemy and to develop the situation for the employment of other assets and units. It provides information on terrain and the enemy to commanders and their staffs. Reconnaissance verifies or refutes analyzed information in IPB products. It is accomplished by ground (mounted or dismounted), air, or technical means.

Ground reconnaissance near the enemy is often risky. Technical and air assets, rather than soldiers, are used to gather information when possible. However, all division units can and do perform some ground reconnaissance in the conduct of their operations to provide the commander with an all-weather, eyes-on-target capability.

Air reconnaissance assets are lower in risk, but subject to extreme weather conditions. These systems can, however, cover large areas relatively quickly. Using technical means is relatively low in risk and can cue other reconnaissance assets. Technical assets can cover extremely large areas or focus on very precise targets. The complementary use of all these assets provides commanders an accurate picture of the battlefield.

Reconnaissance does much more than provide information. Reconnaissance missions include route, zone, area, and reconnaissance in force. Reconnaissance orients on an enemy force or area in enemy territory. NBC reconnaissance supports the main effort or is positioned to encounter the most likely use of enemy NBC weapons. Reconnaissance is discussed fully in Appendix A.

Security operations orient on friendly forces and focus on providing the division forces reaction time, maneuver space, and protection. When properly task-organized, augmented, and supported, any element assigned to or supporting the division may perform security operations. There are four general security missions: screen, guard, cover, and area security. However, the division conducts other security actions as part of tactical operations that also protect the force and its mission. These actions include (but are not limited to) electronic attack, electronic warfare support, deception operations, OPSEC, and cover and concealment. Security operations are also detailed in Appendix A.

Armored, Mechanized, and Aviation Forces

Armored and mechanized maneuver units are normally used in the division close operation to close with and destroy enemy forces. Attack helicopter units are integrated, as part of the combined arms effort, into deep, close, and rear operations.

The division employs these units as part of its security operation in both the offense and the defense.

Armored, mechanized, and aviation forces are particularly appropriate as reserves because of their mobility, lethality, and firepower. They can strike the enemy at critical times and places to seize or regain the initiative through destruction of the enemy force. They can also stop sudden enemy penetrations or incursions into the division rear. The division may, on occasion, commit armored and mechanized maneuver forces and its aviation brigade in support of deep operations.

Light Forces

Although light forces can operate in any environment, they are best used to exploit restricted terrain, limited visibility, adverse weather, and urban warfare. Light forces depend on terrain for their survival in both the offense and the defense. In the offense, light maneuver forces are employed in restrictive terrain. They infiltrate at night or conduct stay-behind operations to secure limited objectives and to attack high-payoff targets. They are well suited for air assault operations. They also close with and destroy the enemy. In the defense, light maneuver brigades position battalions laterally and in depth to make the best use of terrain. Even in the defense, light forces conduct air assault and infiltration operations.

Light divisions are augmented based on METT-T factors. They require additional artillery, engineer, and antiarmor forces and mobility augmentation when defending against heavy enemy forces in open terrain. Light forces will normally not be task-organized below brigade level. However, the light battalion can be attached to armored units to conduct specific special operations for a short time.

Fire Support

Fire support is the collective and coordinated use of the fires of armed aircraft, land- and sea-based indirect fire systems, and EW systems against ground targets to support land operations at both the operational and tactical levels. Within the division, these systems include field artillery, mortars, EW, tactical fixed-wing aviation, PSYOP and, when available, naval surface fire support and SOF direct actions. The division fire support plan is synchronized with and integrated into the scheme of maneuver. The plan must be consistent with the division commander's intent.

Fires supporting the division allow the commander to mass combat power quickly at appropriate times and places. Fires aid in seizing the initiative deep, close, and rear. Fires destroy, disrupt, and delay the enemy. The commander allocates fires to support his maneuver elements. In some cases, he may allocate maneuver elements to exploit his fires.

The key to receiving timely and effective joint fires is understanding the joint targeting process. At tactical levels, the commander and staff use a targeting methodology based on the decide, detect, deliver, and assess functions. (See Figure 2-9.) Each function occurs both simultaneously and sequentially. Target tracking is not a separate function, but is inherent throughout the targeting process. Target tracking must be planned simultaneously with the development of the intelligence collection plan (decide). It is executed during the targeting function of detect and supports both targeting functions of deliver and assess. For more detailed discussion, see FM 6-20-10.

The Army does not fight alone. The Army achieves victory more quickly and with fewer casualties with the integration of its own capabilities

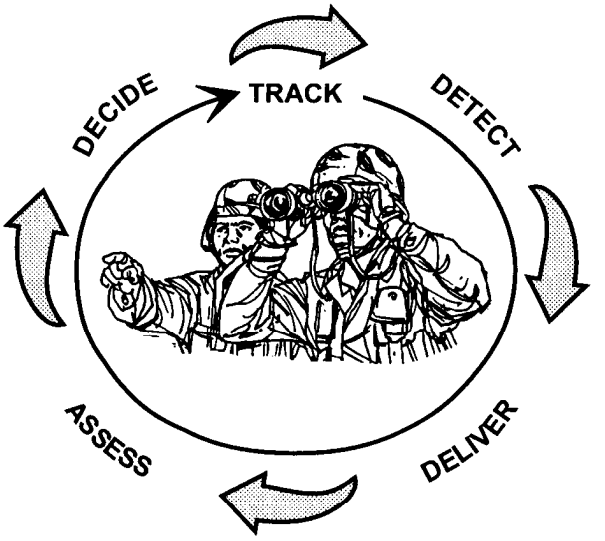


Figure 2–9. Target methodology

with sister services and allied partners. Joint and multinational fires enhance Army division operations. (Army corps and divisions may also provide fires for the joint or multinational force.) No target model exists in joint doctrine however. The joint targeting process is described in Joint Publication 2-01.1. To obtain efficient joint fire support, division planners must comply with the sister service time requirements for submitting requests. All these requests should be prioritized.

Mobility and Survivability

The mobility and survivability BOS includes both engineer and NBC functions. Specifically, it addresses mobility, countermobility, survivability, smoke, and NBC defense operations. These actions provide mobility to the division units, degrade the enemy's ability to move on the battlefield, and provide protective emplacements for personnel and equipment. Plans for mobility, countermobility, and survivability operations are consistent with the commander's intent and complement the concept of operation. Engineers normally mass to support the main effort. They normally require support from a higher supporting headquarters. They support the division's deep, close, and rear fights and must be active players in the IPB process.

Mobility operations generally breach both friendly and enemy minefield and obstacles. They also conduct gap crossing, maintain supply routes, prepare combat trails between battle positions, and support forward aviation units.

Countermobility operations attack the enemy's ability to execute his plan. These operations use terrain, friendly and enemy-emplaced obstacles, and fires. Slowing enemy movement creates opportunities that other combat systems can exploit. Commanders and their staffs ensure that obstacles support the intent, mission, scheme of maneuver, and branches and sequels to the operation but that they do not degrade their mobility. Well-planned countermobility operations are combat multipliers, enhancing the effects of friendly direct and indirect fires.

Survivability operations incorporate vulnerability analysis and countermeasures. These countermeasures include contamination avoidance, protection, decontamination, and use of smoke and obscurants.

This battlefield operating system is also concerned with international and host country environmental laws that impact on the operation. Commanders consider these regulations and integrate appropriate directives into their plans and orders. Environmental law has now become a cost of doing business. For specific guidance, see Army Regulations (ARs) 200-1 and 200-2.

Air Defense

Division air defense operations consist of all passive and active measures that degrade the effects of enemy air attack on friendly units, supplies, and facilities and include Air Force, Navy, and Marine aviation direct and indirect fires. Passive AD measures include camouflage, concealment, dispersion, and deception. The best self-defense against air attack is to avoid being seen. Active air defense is direct defensive action taken to destroy or reduce the effectiveness of enemy air attack.

The division air defense system is capable of prioritized protection of division forces and must be integrated with the corps and JTF air defense plan. Ideally, the air defense system identifies and engages enemy aircraft before friendly forces can be attacked. This integrated system has the capability to engage targets simultaneously to support division close, deep, and rear operations.

The current joint approach for air defense optimizes each service's AD capabilities against a variety of targets. These range from high- and low-speed aircraft at various altitudes, to long- and short-range ballistic missiles, to an emerging UAV threat. The air defense BOS is also concerned with aerial IPB, predictive assessment of enemy AD weapons in accordance with the commander's priorities, early warning of an impending air threat, and massing of AD fires.

Combat Service Support

The division CSS system must support the overall intent and concept of the commander. Sustaining the division fight requires all CSS elements to adhere to the logistics characteristics of anticipation, integration, continuity, responsiveness, and improvisation. The division CSS system can support deep, close, and rear operations simultaneously. Division CSS elements are integrated into the division C^2

system so that they can shift support effort to the critical place and time to weight the battle. Sustainment operations enable the division commander to mass combat power.

Prior to tactical operations, the division commander establishes criteria for withdrawing units for reconstitution. The reconstitution effort focuses on reorganizing organic assets to quickly return them to combat. Coordination between the G1 for personnel replacements and the G4 for equipment allows combat systems to be distributed in a ready-to-fight configuration. The division commander always sets priorities for distribution for replacements and supplies. His unit's combat capability is directly related to available leadership, manned and operable systems, and morale.

This BOS includes both public affairs (PA) services and civil affairs. These activities are located as the commander deems appropriate, based on the nature of the operation. The commander employs his public affairs activities to communicate the policies, US resolve, and actions through US and international news media. PA and CA efforts (as well as PSYOP) must be coordinated through the planning process and information exchanged continually during current operations. Although PA, CA, and PSYOP each has some discrete audiences with tailored messages, the information overlap between their audiences is growing. The different messages must not contradict one another or the credibility of all three is lost.

Command and Control

The concept of battle command was introduced in the 1993 edition of FM 100-5, and expands the Army's notion of command and control (C). Battle command includes our previous thoughts, but incorporates the art and the science of decision making and leadership to accomplish missions. Chapter 3 applies the concept of battle command to division operations in detail.

CHAPTER 3

DIVISION BATTLE COMMAND

Battle command is the art and science of battlefield decision making, leading, and motivating soldiers and their organizations into action to accomplish missions at least cost to soldiers. Battle command has three basic elements: decision making, leading, and controlling operations.

Military theorists have long acknowledged the primacy of the art of command (decision making and leading). Commanders must have the ability to make right and timely decisions even under difficult circumstances or with incomplete information. General Frederick M. Franks, Jr. noted that—

> *Battlefield leadership at all levels is an element of combat power. It is difficult to measure but, none the less, is present and a decisive contributor to victory in battle.*

Control is inherent in battle command. The division battle command system enables commanders to lead, prioritize, and allocate assets required to employ and sustain combat power. It allows commanders to see further, receive and process information faster, and strike more quickly and precisely than the enemy. The battle command system must provide commanders with timely and accurate information on which to base decisions.

Battle command involves acquiring, interpreting, and displaying the information products that result in commanders' decisions and directives. All units continually acquire information about METT-T. This information is sent and received; the means of communicating the information is managed; and the information is filtered and maintained in a form convenient to the decision-making process.

Battle command is a continuous process of making estimates, assigning tasks and missions, executing tasks and missions, and acquiring feedback. Missions, tasks, and concepts are derived and formulated from the commander's intent. Courses of action are then developed and analyzed. The commander decides on a single COA (or changes an existing one) based on the most accurate available information. Plans and orders are issued as input to the battle command process at the next lower echelon. Subordinate unit actions are monitored. Feedback from subordinate units assists in controlling the operation to its successful conclusion and is the basis for the next iteration of the battle command process—an ongoing cycle.

Through battle command, commanders transform potential combat capabilities into combat power. The battle command system—

- Allows division commanders to lead their forces.
- Provides commanders and staff timely and accurate information and orders.
- Is flexible, redundant, and survivable in order to synchronize the division's combat operations and requirements for CS and CSS.
- Allows commanders to clearly sense the total battle, then transmit orders to adjust quickly and take advantage of battlefield opportunity.
- Is responsive throughout the division's area of operations, controlling units in deep, close, and rear areas simultaneously.

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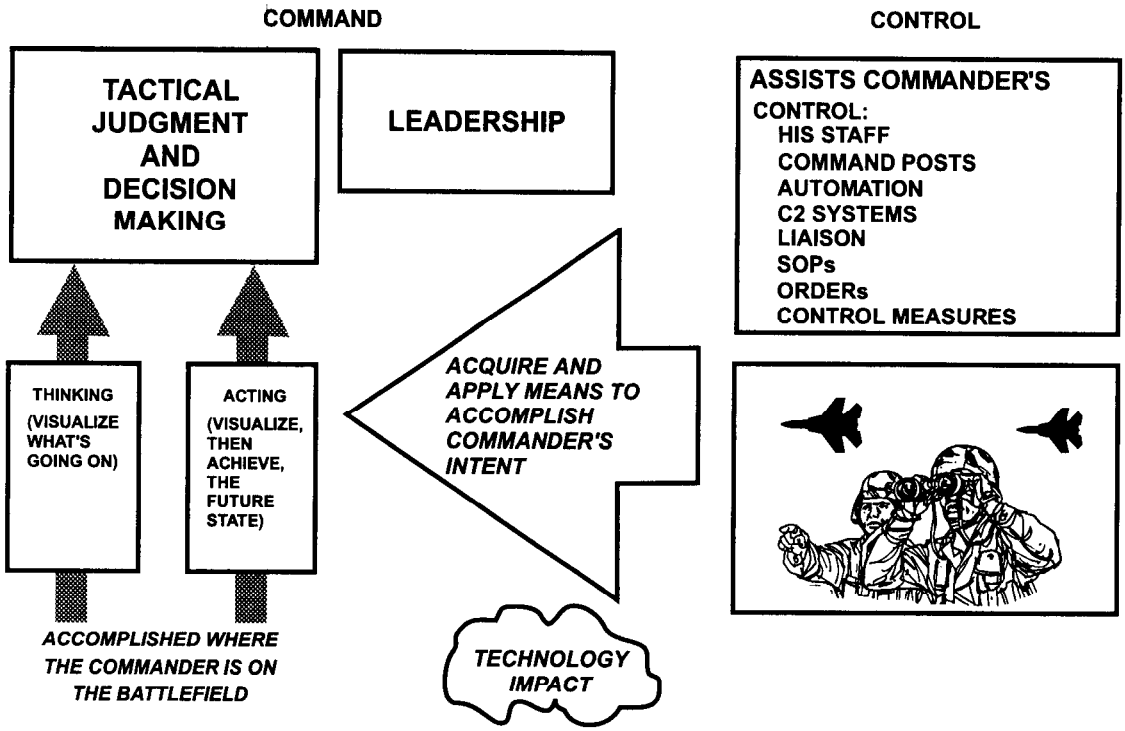


Figure 3–1. Battle command

- Provides the commander with a capability to move and mass the effects of combat power from anywhere on the battlefield.

(See Figure 3-l.)

ROLE OF THE COMMANDER AND STAFF

The division commander's leadership provides purpose and direction to both soldiers and units. The commander is responsible for everything his unit does or fails to do. He is accountable to senior commanders for accomplishing assigned missions. His leadership is central to the success of the division, and his actions have far-reaching impact.

The division commander motivates his soldiers and staff to accomplish difficult tasks in both war and operations other than war. He inspires and mentors subordinates through his presence and face-to-face communications. He positions himself where he can see the battlefield. He establishes interpersonal relationships with his staff and subordinate commanders. All members of the organization look to him for timely decisions as well as informal feedback.

The division commander teaches, coaches, and encourages. He cares, is technically and tactically competent, and trains subordinate units and soldiers. He develops excellence in the soldiers and in the units he commands by setting, and demanding adherence to, tough, clear, achievable, and meaningful standards. He takes responsibility for the good, the bad, the right, and the wrong within his organization.

The division commander sets into motion forces on the battlefield to win battles. He decides where and when to place forces and concentrate combat power based on missions assigned from the corps or joint task force commander. He develops his concept of operation based on the higher commander's concept and intent.

Battlefield visualization is the intellectual process that assists commanders in developing plans to accomplish the mission while protecting the force. The division commander starts with his vision—a mental image of successful mission accomplishment. This

vision is his personal concept of what the division must do and be capable of doing at some future point. It is essential to developing combat power. This vision provides an end state toward which all activities are planned and executed. Battlefield visualization expands the commander's thinking about the current METT-T process. He can more precisely analyze and synchronize the combined effects of the environment in which the operation is executed and the resources which could potentially be brought to bear. For military operations, the commander expresses his vision in his plans, orders, commander's intent, and concept of operation.

The division commander's intent expresses the purpose of the operation. It describes the desired end state and how it can transition to future operations. Although brief, the commander's intent is a unifying focus for subordinate elements, telling them what has to be accomplished to achieve success—even when plans go awry. The idea of commander's intent is not new. During the Civil War, Major General Halleck sent the following to Major General Sheridan:

> *Lieutenant General Grant wishes a position taken far enough south to serve as a base for further operations upon Gordonsville and Charlottesville. It must be strongly fortified and provisioned. Some point in the vicinity of Manassas Gap would seem best suited for all purposes . . . .*

The concept of operation unifies subordinate unit actions with the division commander's intent. The concept describes how subordinate unit actions combine to accomplish the division's mission and how the commander plans to apply combat power. The concept of operation is the basis for task organization, scheme of maneuver, tasks to subordinates, terrain organization, synchronization, and identification of critical collateral operations. Success in its execution requires the personal attention and perseverance of the commander and his ability to recognize, and to make and implement, necessary changes. The commander may have to formulate a new concept or revise the old one when the mission or situation changes. His concept must be sufficiently detailed so that his staff can develop workable plans and subordinate commanders can achieve the desired end state in the absence of subsequent guidance.

Within the division, coordinating staff officers are the commander's principal staff. Each staff officer is responsible for a broad category of assistance and support. The staff ensures that all activities of subordinate staff sections and supporting and augmenting units are integrated and coordinated within their particular staff area. Coordination links the division staff with maneuver brigades staff and the senior headquarters to which assigned. An austere division staff relies more on automation and higher headquarters for many types of support.

The division commander trains his staff to help translate his intent and decisions into fully coordinated and supported operations. Staff members in sync with their commander can—

- Accurately determine the current situation.
- Anticipate what the commander feels needs to be done.
- Develop sound courses of action.
- Meaningfully assess courses of action for the commander.
- Issue the necessary orders and instructions.
- Monitor how well the orders and instructions are being executed.
- Alter the plan in accordance with unit feedback, commander's guidance, and commander's intent.
- Plan future operations.
- Synchronize actions prior to combat operations.

The commander, however, still decides, monitors, and drives the operation.

The division staff is expected to operate with a great deal of freedom and responsibility. From information available, it must discern what is essential to the commander's decision making. It must coordinate the entire division effort to support the commander's decision and concept of operation. Normally, the commander issues guidance and makes tactical decisions from field locations, then moves to the point of the division's main effort. The staff develops orders and conducts necessary coordination between subordinate units and higher headquarters to execute the commander's decision and commander's intent.

DIVISION COMMAND POSTS

Divisions currently command and control operations through a command group and three command post (CP) facilities:

- Division tactical (TAC CP).
- Division main (main CP).
- Division rear (rear CP).

Each CP is configured to maintain flexibility, redundancy, reliability, survivability, and mobility for continuous combat operations. Additionally, some commanders temporarily control operations from an assault or a jump CP. This section discusses roles and general functions of CPs. Division CP operations and alternate CPs are discussed further in FM 71-100-l, FM 71-100-2, and FM 101-5.

Command posts allow the commander to go where he can best influence actions while maintaining continuity of the overall division operation. Command posts must be efficient. Simplified staff operations and communications through the elimination of elaborate formal daily briefings, nonessential comforts, and nonproductive staff procedures allow greater flexibility and freedom of movement. Command posts are priority targets for enemy attack; therefore, they must be as small and as mobile as possible. They provide the physical facilities and systems interfaces that allow commanders to see and direct the battle, allocate and position resources, and plan future battles.

24 February 1991—"G" Day, Desert Storm. The 2d Brigade "Dagger" of the Big Red One moved forward. . . . The key to success of this operation was the center of zone, forward positioning of the brigade command group behind the lead tank companies.

"I put my M2A2 Bradley and my command group where I could see the battlefield, enabling me to quickly decide where and when to commit additional combat power. . . . It was imperative to personally see and feel the battlefield and focus overwhelming combat power to defeat the extensive network of ditches, bunkers, mines, and wire. I had to see the enemy resistance, his volume of fire, the effect of friendly fire on him, and the progress of my lead battalions and companies. I wanted to allow the task force commanders to concentrate on maneuver and direct fire. I controlled, with the FSCOORD, artillery, Army aviation, and close air support. Hearing the battle is important, but there is no substitute for the commander's eyes on the battlefield."

COL Anthony A. Morena
Cdr, 2d Bde, 1st ID
Operation Desert Storm

Command Group

The command group consists of the division commander and designated staff members. Normally, this includes a G3 officer, a G2 representative, a fire support element (FSE) representative, and the air liaison officer (ALO). The command group is not a permanent organization. The mission and staff available dictate its makeup. The command group locates well forward where it can see and influence the battle with rapid decisions and orders.

The commander may choose to fight the battle from his command group. If so, he normally positions himself initially with the main effort. The command group requires communications to enter the corps command, division command, brigade command, and division operations and intelligence nets. It also requires communications with subordinate maneuver commanders, higher commanders, and the division TAC CP. For their security, the command group uses the same type of vehicles that the maneuver brigades fight, with no distinguishing signature.

Tactical Command Post

When fully active, the TAC CP controls the close operation. The division TAC CP is a small, highly mobile, and survivable CP normally located close to the forward brigades. It synchronizes combat, CS, and CSS in support of close operations. The TAC CP contains only those elements and information that directly contribute to the conduct of current close operations. It provides the minimum necessary staff support. Typical TAC CP organizations are shown in Figures 3-2a and 3-2b.

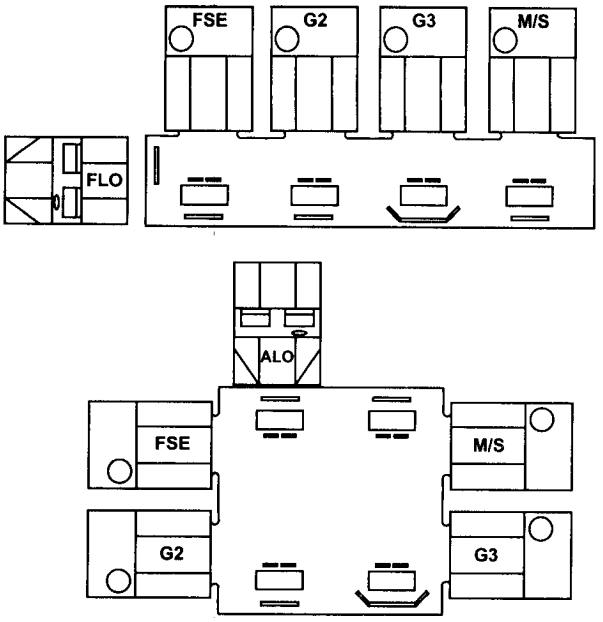


Figure 3–2a. Typical armored/mechanized division TAC CP deployment, side-by-side and back-to-back

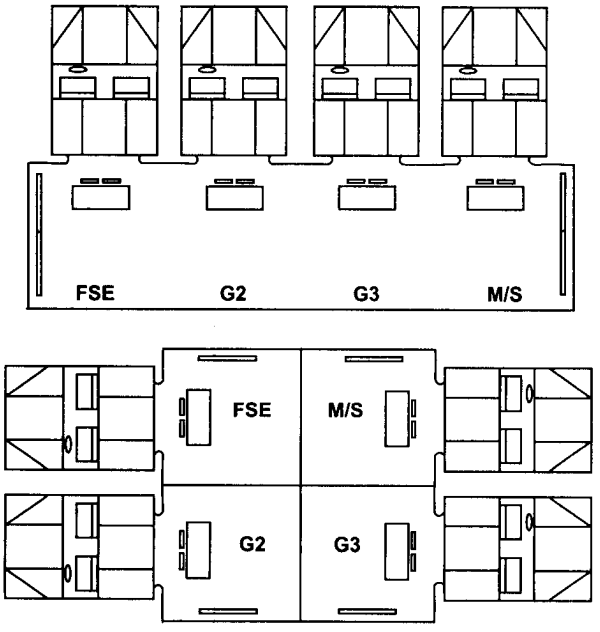


Figure 3–2b. Typical infantry division TAC CP deployment, side-by-side and back-to-back

When the TAC CP controls the close operation, it maintains immediate intelligence and combat information, controls maneuver forces, coordinates fire support, controls engineer forces and synchronizes engineer obstacles, monitors the logistics situation, is aware of enemy and terrain obstacles, coordinates airspace, controls forward air defense operations, and controls changes to the current close operation. The assistant division commander for maneuver (ADC-M) or his designated representative normally supervises the TAC CP when it controls current operations. The division TAC CP displaces as required to remain well forward to maintain control of the close operation. When displacing, control of the close operation may temporarily shift to the division main CP.

Main Command Post

The main CP is the division's primary command post—the heart of the division's operation. It maintains the pulse of the division battle by receiving input from the TAC CP; rear CP; and higher, lower, and adjacent units. It controls all units not specifically controlled by the TAC or rear CP. Typical main CP organizations are depicted in Figures 3-3a and 3-3b, page 3-6.

The main command post plans, coordinates, integrates, synchronizes, monitors, establishes priorities, and allocates resources to support the division's simultaneous conduct of deep, close, and rear operations.

The main CP is usually located out of the range of the enemy's medium artillery. It is mobile. It quickly displaces but can maintain continuity of operations. The division's chief of staff (CofS) supervises the main CP's three cells:

- Command cell.
- G3 cell.
- G2 cell.

The Command Cell

The command cell contains and operates the command center and the command group. An information and synchronization hub, the command center normally comprises the commanding general, CofS, secretary of the general staff (SGS), liaison

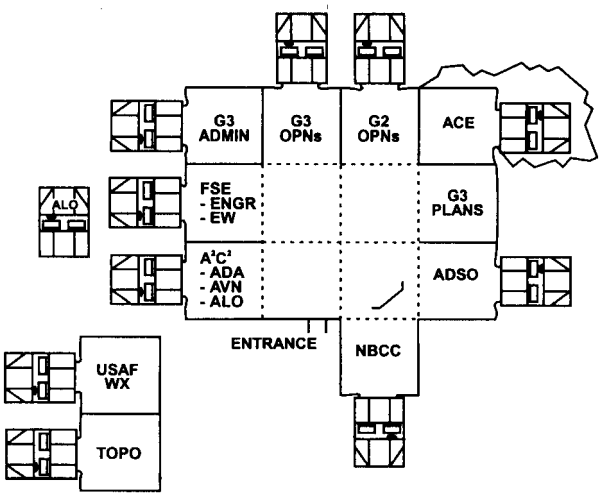


Figure 3–3a. Typical infantry division main CP, massed configuration

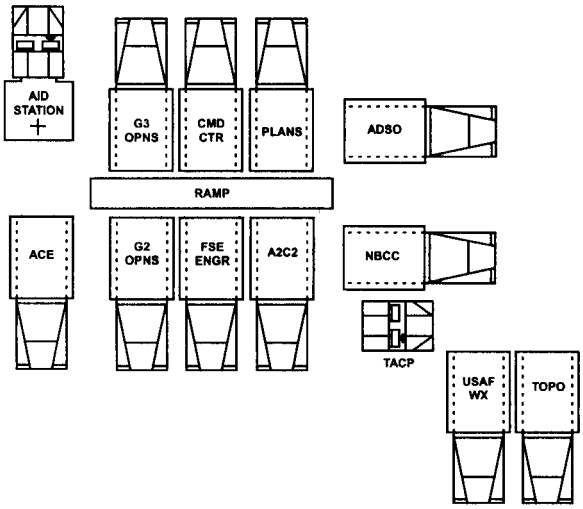


Figure 3–3b. Typical armored/mechanized division main CP, massed configuration

officers, and supporting personnel. It is the CofS's normal place of duty. The command center—

- Synchronizes main CP functions to support the entire division battle.
- Is the central source of information concerning the conduct and status of the division battle.
- Is the information center for the division commander.
- Provides and accepts liaison teams.

Accepting and dispatching liaison teams are critical functions of the command cell. Liaison officers provide and receive timely, important command information. They represent adjacent, attached, or OPCON units at the main CP.

The G3 Cell

The G3 cell synchronizes the division battle. It normally comprises G3 operations, plans, deep operations coordination cell (DOCC), A^2C^2, fire support, division signal operations, and NBC. Representatives from the ADA battalion, engineer battalion or brigade, G1 and G4, aviation brigade, and Air Force also perform functions within the G3 section. The G3 arranges battlefield activities in time, space, purpose, and resources to produce maximum combat power at the right place and time.

Operations Element. The G3 sees the battlefield and synchronizes battle requirements through the G3 operations element. The operations element—

- Coordinates, integrates, and synchronizes organic and supporting combat, CS, and CSS assets to support current and future deep, close, and rear combat operations for the division.
- Allocates resources and establishes priorities in support of the division battle.
- Prepares and issues warning and fragmentary orders (FRAGOs) to support the current operation.
- Monitors the operations of higher, lower, and flank units.
- Monitors deep, close, and rear operations.

The operations element serves as the division net control station. It responds to communications from the TAC CP, rear CP, and uncommitted combat and CS units. It maintains current combat situation data, as received from the TAC CP, for friendly forces. It works closely with the plans element to synchronize future operations and transition from the current operation to a future division battle without loss of momentum and unit tactical integrity. When necessary, the operations element assists the DOCC in synchronizing and controlling the division's deep operations. The operations element works with the TAC and rear CPs to effectively manage the division's terrain.

The G1 and G4 representatives in G3 operations are direct links to the CSS cells in the rear CP. They ensure timely responses to immediate tactical requirements of the current operation and coordinate personnel and logistics support for a future operation.

Plans Element. The only plans element in the division CP structure is located within the main CP. It comprises all BOS representatives. It is equipped and manned for—

- Parallel planning with the G2 and G3 elements to transition from current operations to future operations plans.
- Planning, integrating, coordinating, and synchronizing all future operations.
- Producing OPLANs and warning orders for the transition to future operations.
- Continuously monitoring current operations and anticipating and, as necessary, adjusting future plans.

Deep Operations Coordination Cell. The DOCC plans, coordinates, synchronizes, and executes the division's deep operations. Deep operations require the commitment of several people (DIVARTY, G3 plans, G2, and aviation) and equipment. (See Figure 3-4.) Other staff elements assist as required, to include the deputy fire support coordinator (DFSCOORD), electronic warfare officer (EWO), air defense artillery officer (ADAO), ALO, G3 air, PSYOP, G5, and ADE. The DOCC works directly for the chief of staff. The chief of staff and the division commander approve all deep operations. The DOCC plans, synchronizes, and identifies high-payoff targets to be tracked and attacked. It both monitors and supports the execution of deep operations.

A^2C^2 Element. The division A^2C^2 element coordinates and integrates division airspace. It normally locates near the FSE to allow continuous, critical, and face-to-face coordination. The A^2C^2 element continuously monitors deep, close, and rear operations. It also deconflicts division airspace for using air support, Army aviation, UAVs, ADA, FA, and EW assets. Special operations aviation (SOA) activities, as part of a division mission, are coordinated through the corps and joint force airspace manager just as any other air mission encroaching on division airspace. The A^2C^2 element—

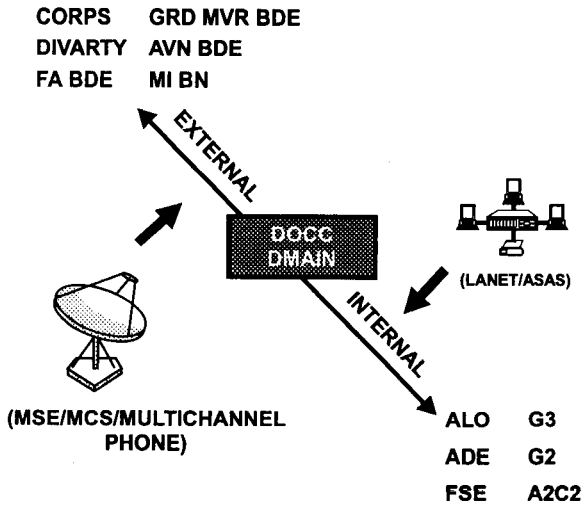


Figure 3–4. DOCC communications links

- Coordinates airspace within the division's AO to support tactical and logistics operations.
- Integrates and coordinates Air Force air support, marine, naval, civil, UAV, and Army aviation support for deep, close, and rear operations.
- Integrates, coordinates, and synchronizes the division's organic and supporting ADA assets in support of the division's battle.

The A^2C^2 element works directly for the G3. It comprises representatives from the G3 air, an AD element, an aviation element, the Air Force TACP, and the supporting air traffic control platoon.

Fire Support Element. The main CP FSE plans, coordinates, and integrates all fire support for division operations. The DIVARTY personnel, assistant division engineer officer, EW officer, and representatives from the TACP, AD, division aviation, and ANGLICO man the FSE. The FSE—

- Synchronizes all organic and supporting lethal and nonlethal fire support for division deep, close, and rear operations.
- Establishes priorities and allocates available fire support resources to support the division battle.
- Plans and controls all deep fires in support of division deep operations.
- Provides field artillery intelligence officers to the analysis and control element (ACE) to facilitate the division targeting process.

- Responds to requests for additional fire support from the TAC CP, rear CP, or other subordinate FSEs.
- Participates in and supervises the routine activity and coordination of the targeting process within the division main CP.
- Coordinates with the A^2C^2 element regarding current artillery firing unit locations, changes to fire support coordination measures, and significant fires which may impact airspace users.

The FSE continuously interacts with the G2 and G3 operations cells to plan, coordinate, and integrate fire support for current and future operations. Additionally, it provides the command cell with current decision information. The FSE may also receive artillery liaison officers or representatives from other fire support means. The FSE includes the engineer section, directly linking it to both DIVARTY and the engineer battalion or brigade headquarters. The FSE engineer section ensures that obstacles throughout the division AO are synchronized and covered with fires. Additionally, the FSE engineer section—

- Coordinates fire support for breaching operations and the employment and recording of scatterable mines.
- Maintains the location of bridging assets (not including armored vehicle launched bridges (AVLBs)).
- Tracks enemy, friendly, and terrain obstacles.
- Monitors current engineer priorities, efforts, and support in the division sector.

The EW section also locates in the FSE. Under the DFSCOORD, the EW section plans, coordinates, and monitors nonlethal EW operations with the FSE, A^2C^2, G2 and G3 current operations, and plans elements. The EW section works with the assistant division signal officer (ADSO) to implement electronic protection and manipulative electronic deception. With the G2 and MI battalion ACE, the EW section continually evaluates the vulnerability of enemy emitters to electronic attack. It advises the G2, G3, and DFSCOORD on recommended courses of action. It recommends enemy targets vulnerable to effective electronic attack to support current and planned operations and tasks the appropriate supporting EW unit. Additionally, the EW section recommends to the G3 direct support (DS) and general support (GS) asset priorities for jamming in current or future battles. The EW section integrates, coordinates, and synchronizes all EW assets in support of the division battle.

ADSO Element. The ADSO's personnel and equipment are organic to the division's signal battalion. Supporting the main CP, the ADSO-

- Coordinates, integrates, and synchronizes all organic and supporting communications assets (including satellite communications) to support the division battle.
- Allocates resources and establishes priorities for deep, close, and rear operations.
- Anticipates and plans for the employment and positioning of communication assets for future operations (including requests for positioning of space-based support).
- Provides technical automation support (for example, troubleshooting local area network (LAN) and automation hardware problems). Each functional staff section is responsible for user-owned and -operated automation equipment.

The ADSO normally works for and reports to the G3. It is the primary staff coordination element between the main CP and the signal battalion and other supporting signal elements. It synchronizes current signal operations, future signal operations, and signal deception and signal support to EW operations. In addition, it sets policy and procedures for distribution, reproduction, publication, and official mail.

An emerging concept calls for the development of a G6 staff section. The G6 will be the principal staff officer for the commander in all matters pertaining to signal support (communication, automation, visual information, records management, and printing and publishing). Manning for G6 elements will require 24-hour operations at the division TAC, main, and rear CPs.

NBC Center. The NBC center recommends the allocation of resources and establishes priorities for division NBC support. The NBC center also operates the division NBC warning and reporting system. It prepares NBC estimates, and monitors equipment status and the host nation's NBC support requirements. It coordinates the use of deliberate

smoke for current and future tactical operations. The NBC center disseminates contamination overlays and NBC reports to all units.

The G2 Cell

The G2 cell at the main CP requests, collects, analyzes, produces, and distributes weather information, intelligence, and time-sensitive combat information about the enemy for the division's deep, close, and rear current and future operations. It comprises a G2 operations element, an ACE, an Air Force weather team, and a division terrain team. The G2 cell—

- Provides intelligence to commanders and staffs in support of division operations.
- Coordinates, integrates, and synchronizes intelligence, counterintelligence collection, all-source production, intelligence dissemination, special security office (SSO) services, weather services, and terrain team topographic operations.
- Coordinates with the division's staff to ensure intelligence operations support maneuver and targeting.
- Coordinates for and directs tactical reconnaissance and surveillance operations.
- Develops IPB products to support division operations.

The G2 and his staff provide critical information on the enemy for divisional operations. They analyze the data presented concerning the enemy force and, using US doctrinal concepts, translate it in terms understandable to the commander. The G2 staff is critical in developing targeting guidance.

The division's intelligence system links the division to selected national, theater, and corps intelligence systems. Organic collectors at division level include—

- Ground-based SIGINT.
- Quickfix.
- UAV.
- Ground surveillance radars (GSRs).
- Counterintelligence and interrogator personnel.
- Long-range surveillance detachment.

The ground-based systems and Quickfix provide intercept and direction finding, as well as communications jamming. The UAV provides near-real-time electro-optical (EO) or forward-looking infrared radar (FLIR).

Through the mobile integrated tactical terminal (MITT), the division receives and exploits imagery and SIGINT from corps and EAC assets. JSTARS and UAV downlink data are available to the division and brigades via the ground station module (GSM) or common ground station (CGS). The division also receives Guardrail SIGINT data via the commander's tactical terminal (CTT). Brigades receive secondary imagery through the GSM. The All Source Analysis System (ASAS) is the backbone of division analysis with ASAS terminals at the brigades ensuring a common view of the battlefield.

Operations Element. The G2 operations cell directs and coordinates intelligence, counterintelligence, division SSO, staff weather team, and terrain team operations. It coordinates the daily operations of the G2 staff within the division main CP, providing intelligence to the division commander, coordinating staff, and special staff. It ensures the intelligence requirements to support current operations are satisfied, to include the dissemination of intelligence and combat information. It coordinates closely with the G3 operations branch and FSE to ensure that intelligence and CI operations are integrated with and support the commander's scheme of maneuver and the targeting effort.

Analysis and Control Element. The analysis and control element (ACE) combines the missions and functions of the former technical control and analysis element (TCAE) and division tactical operations center support element. The ACE is a new organization organic to the MI battalion and operating under the control of the G2. It supports conventional and force-projection operations and integrates ASAS and other automated systems at the tactical level. The ACE focuses intelligence resources and produces and disseminates intelligence based on prioritized intelligence requirements from supported and subordinate commanders. It develops and tracks critical targets, performs all-source analysis, manages collection, and produces and maintains IPB products.

The ACE consists of three sections—all source-intelligence synchronization, single-source analysis,

and planning and coordination. It translates intelligence requirements into collection missions for intelligence assets supporting the division. It receives, analyzes, consolidates, and assigns priorities to current and future tactical operations-generated intelligence and electronic warfare (IEW) requirements. It disseminates combat information and intelligence to the right user at the right time. The ACE also synchronizes and focuses intelligence assets to detect and track high-payoff targets (HPTs) through their collection management process. The ACE depends on the ASAS, a grouping of computer-driven equipment that receives, processes, and disseminates intelligence within the division.

Field artillery intelligence officers (FAIOs) within the ACE's targeting team pass target nominations to the appropriate FSE for engagement by lethal or nonlethal fires. Two field artillery officers work within the ACE—normally one per shift. A vital link in the rapid identification and attack of time-sensitive HPTs, FAIOs understand the threat, the target development process, and targeting process actions. The FAIOs—

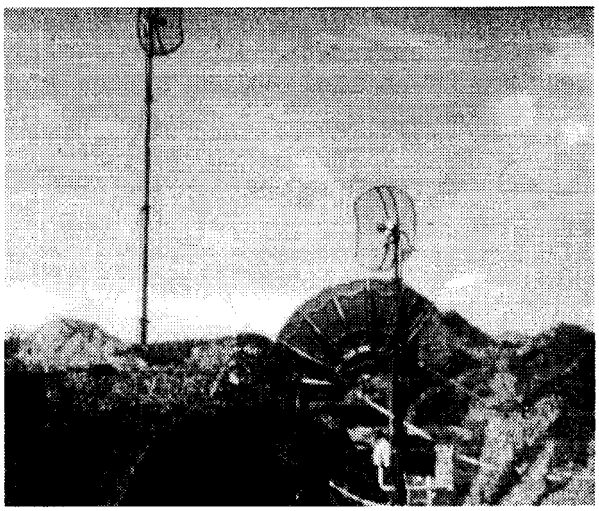
- Are key participants on the targeting team.
- Provide the interface between the targeting team and the ACE.
- Help the G2 section translate targeting time requirements into guidance for collection and ensure the collection plan focuses, in part, on detecting HPTs.
- Provide attack guidance matrix and target selection standards to the ACE.
- Provide the G2 section with expertise on FA target acquisition systems capabilities and limitations.
- Nominate valid targets to the FSE for attack. The FAIO may pass identified HPTs and other targets directly to the fire control element at the DIVARTY CP or, if command cell-approved, directly to a firing unit.

The ACE also plans, directs, and coordinates multidiscipline counterintelligence (MDCI) operations throughout the division's AO. It coordinates with corps counterintelligence elements and various division elements to satisfy support requirements. It also works with the G3 operations to develop OPSEC to protect essential elements of friendly information (EEFI).

Staff Weather Officer Element. A US Air Force weather team provides weather observation and forecast support throughout the division's AO. The staff weather officer (SWO) works for and reports to the G2. The weather team works with the ACE and terrain team to integrate weather information into the IPB.

The weather team supports the division's current and future operations in trafficability, maneuverability, visibility, and soldier comfort. It provides the G2 a daily 24-hour operations forecast and continuous input to the IPB process as well as produces basic wind data for the NBC center. The weather team obtains its weather information from sources both internal and external to the division.

Using integrated meteorological systems (IMETS), the weather team has 24-hour contact with weather satellites. It combines surface and upper air observations, theater forecasts, and reception of satellite cloud imagery of current conditions to make forecasts. The team also communicates with the corps weather team element, and the division brigade and battalion S2s for current weather information in their AOs. The SWO also uses divisional and Air Force transient aircraft for pilot reports of weather encountered enroute or exiting from a target area. Collectively, information from all available sources provides the most accurate forecast possible to support tactical operations.



Command posts allow commanders to see and direct the battle, allocate and position resources, and plan future battles.

Division Terrain Team. The division terrain team is normally located near the main CP. The team consists of eight soldiers to support continuous operations.

The terrain team supports the IPB process through production of the combined obstacle, and related terrain analysis, overlays. It supports the planning cell with analysis of trafficability, routes, choke points, zones of entry, and obstacles. The team supports the G2 collection manager with visible area infiltration route, helicopter landing zone (HLZ) and drop zone (DZ), cover and concealment analysis for sighting intelligence collectors, and development of long-range surveillance detachment (LRSD) target folders. It supports targeting with line-of-sight (LOS), mobility, and cover and concealment studies, and with structural information on man-made targets. The team also responds to terrain requests for information.

Rear Command Post

The rear CP controls all elements functioning in, residing in, or transiting through the division rear area. It also synchronizes rear operations for the division battle. Before units leave the corps rear area, they coordinate with the appropriate movement control and corps rear area operations center (RAOC). These elements in turn coordinate with the division rear CP. The rear CP clarifies and approves routes and locations of proposed bases or base clusters. It integrates this information into the division security plan and addresses requirements for CSS of new or transiting units. The division rear CP passes this type of information to the main CP.

The rear CP and the DISCOM CP normally collocate in the established DISCOM base within the DSA in the division rear area. This collocation does not imply that together they constitute one command post; they are two separate and distinct CPs with different critical fictions requiring close cooperation and coordination. The rear CP's main concerns are terrain management; security of the rear area; tactical, personnel, mail, and logistics movement within and through the rear area; and synchronization and direction of CSS. The DISCOM CP's main concern is the execution of CSS. (Figures 3-5a and 3-5b, page 3-12, show typical rear CP organizations.)

Both the rear CP and the DISCOM CP analyze future division plans for their impact on current and future rear area operations. They work together to provide logistics and personnel support when and where needed. The rear CP deconflicts tactical and administrative moves and controls them when required. It manages the terrain in the rear area. It assigns units to bases, designates base clusters when necessary, and appoints commanders for bases and base clusters. The rear CP coordinates and synchronizes rear security operations. It integrates base defense plans and coordinates actions of the tactical combat forces (TCFs).

The rear CP monitors activity in the brigade's rear, adjacent divisional rear areas, and corps rear area to prevent potential conflicts with the division's rear operations. It also monitors close and deep operations. When augmented, it may assume control of the fight if the main and TAC CPs can no longer function. The rear CP normally contains three cells—headquarters, operations, and CSS.

Headquarters Cell

The ADC-S, normally a brigadier general, functions as the rear operations commander and is responsible for all rear operations. The ADC-S ensures coordination among the operations cell, CSS cell, and DISCOM CP. He normally remains at the rear CP, but when required, he travels throughout the rear area to synchronize operations. His primary concern is to sustain the division's deep, close, and rear operations.

Operations Cell

The rear operations cell is responsible for terrain management, security, and movement deconfliction and control. Initially small, the cell becomes fully capable when augmented in crisis with reserve component personnel. This cell monitors current division operations and ensures the division's rear responds to current and future requirements.

Until augmented, the operations cell accepts risk in the functions it can perform. The operations cell is normally divided into three elements—operations, intelligence, and fire support. Responsibilities include—

- Coordinating response and TCF and host nation assets.

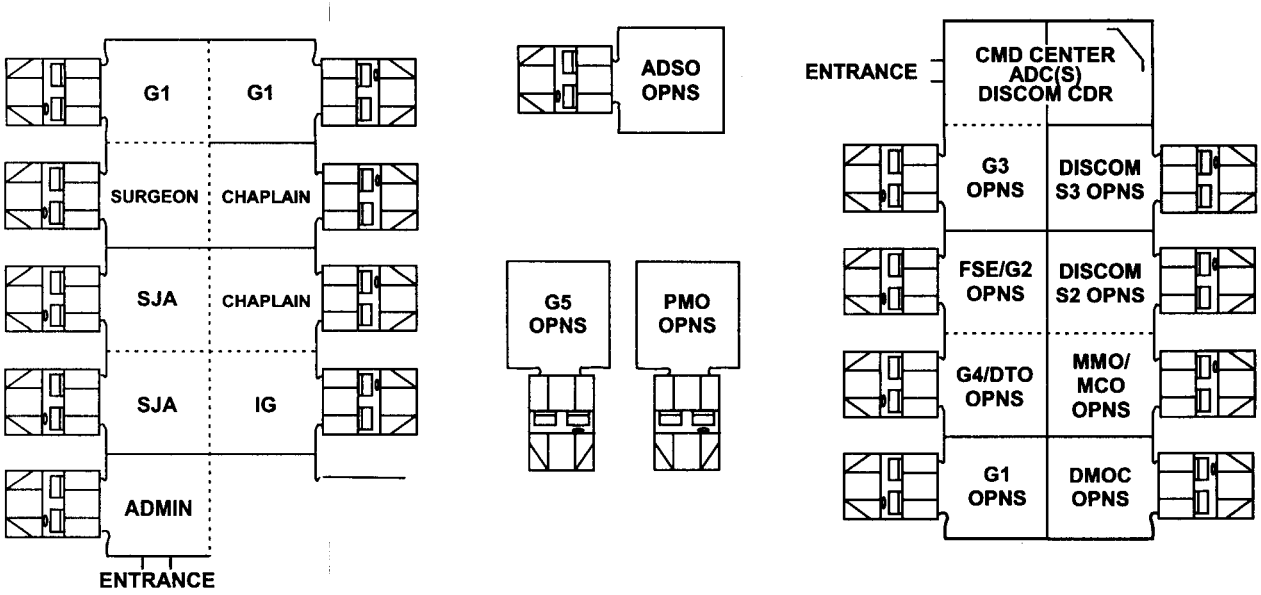


Figure 3–5a. Typical infantry division rear CP and DISCOM

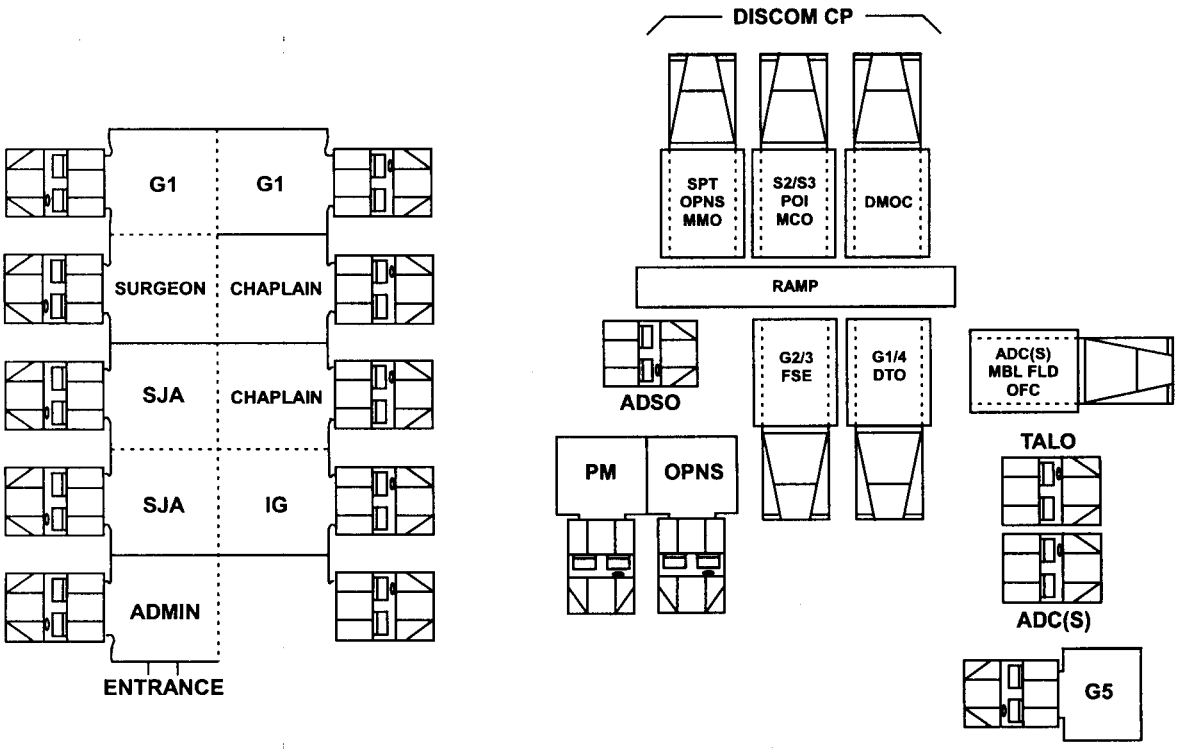


Figure 3–5b. Typical armored/mechanized division rear CP and DISCOM

- Working closely with the PM operations element located nearby. (The PM element coordinates traffic control measures when needed, EPW and CI operations, security of designated critical assets, and employment of MP assets.)
- Coordinating (through the G5) host nation assistance.
- Coordinating the positioning, status, and security of units which are placed under control of the division rear CP.
- Updating rear area IPB. (The rear CP supplements IPB products received from the main CP to illuminate rear area terrain, enemy capabilities, and the enemy's most probable COAs within the rear area.)
- Managing the overall division CI effort in the division rear area; coordinating closely with the PM and G5 to accomplish refugee screening and rear area intelligence collection.
- Monitoring the interrogation facility and the division EPW collection point.
- Coordinating fire support for the rear area.

The division's signal battalion provides a small ADSO element to the rear CP for signal support. Its functions are the same as those for the main CP. When engineer, AD, or other units are under control of the rear CP, the rear operations element directly controls each unit. Each unit either establishes a command post near the rear CP or provides a liaison officer (LNO) to ensure the unit's activities are properly integrated, synchronized, and coordinated. The PM element and the G5 also work under the supervision of the rear operations cell.

The division civil military operations center (CMOC), under the staff supervision of the G5, assists the division commander and his staff. The CMOC serves as the primary interface between the division and the local civilian population, humanitarian organizations, nongovernmental organizations, private voluntary organizations, United Nations, and other international agencies. The CMOC passes requests for assistance and other communication it receives from these agencies to the G5 staff in the rear or main CP for action and response. The center is staffed by members of the G5 staff, augmented with CA fictional experts from the supporting CA battalion. The CMOC is normally located near the rear CP and PM elements to further coordinate host nation activities. Its positioning is flexible and locates where the commander deems most appropriate, based on the nature of the operation. The G5 normally requires augmentation from division assets until the arrival of an EAC or USAR civil affairs element.

CSS Cell

The major functions of the CSS cell are to plan and coordinate sustainment operations— *man, arm, fuel, fix, move, and sustain soldiers and their systems.* (See Appendix E.) This cell also interfaces with the main CP, the rear CP operations cell, and subordinate units. The CSS cell has two major elements—logistics and personnel.

The logistics element comprises the G4 and division transportation office (DTO) sections. The G4 plans, coordinates, directs, and synchronizes the division's arm, fuel, fix, and move operations. The G4 coordinates logistics support that exceeds the DISCOM's capability with the corps rear CSS cell and corps support command (COSCOM).

During movement operations involving the entire division, DTO and PM personnel may locate temporarily at the TAC or main CP. There they assist the assault CP staff in monitoring the move and coordinate any contingencies that occur. The DTO, DISCOM movement control officer (MCO), and PM representative help plan and enforce movement priorities.

The G1 section plans, coordinates, directs, and monitors all personnel operations. In support of combat operations, the G 1 focuses on personnel replacement, strength, and casualty management; coordination of external support requirements (postal, morale, welfare, and recreation); and medical evacuation. He develops replacement priorities from G3 input.

The G1 section comprises a plans officer and a personnel management center (PMC), which may be task-organized to support deployment as part of the TAC CP. The PMC consists of two branches: personnel readiness and personnel operations. These branches normally are located within the G1 support element in the rear CSS cell. The PMC mission is to sustain division personnel readiness and direct division-wide personnel systems,

synchronize the efforts of the personnel network, manage replacement activities, and ensure commanders, soldiers, civilians, and other joint or allied personnel receive essential personnel services.

The G1 support element, located near the rear CP, coordinates and executes the personnel element functions. This element comprises the major sections of the G1 and special staff (such as inspector general (IG), chaplain, surgeon, and staff judge advocate (SJA)). This support element coordinates strength management, casualty reporting, replacement operations, combat health support (CHS), religious support, and legal services. It also coordinates morale, welfare, recreation, and community support activities; coordinates postal services; and monitors finance support. A corps finance battalion supports the division and other units in the area. The positioning of the public affairs officer (PAO) and the PA section is flexible. They are located where the commander deems most appropriate, based on the nature of the operation. The division band provides music to promote troop morale and unit esprit, and to support civil military operations. In combat, the band often fills other roles when properly trained and supervised.

Assault Command Post

During contingencies, the assault CP (or jump CP) normally controls temporarily all operations until the main CP deploys into an AO. The assault CP's design, normally austere, is METT-T driven and may vary from deployment to deployment.

The assault CP must be air-deployable and arrive early in the division's deployment. It controls the current fight of division forces on the ground and synchronizes the flow of follow-on units into the AO, phasing them into the fight to expand and secure the airhead. It also plans for future operations. The assault CP serves as the link between division forces on the ground, in the air, and at home station and the higher-corps or JTF headquarters. It continues this function until the remainder of the division's command and control system closes into the AO. As the assault (TAC+), main(-), and rear CPs arrive, they begin to perform their normal functions.

The assault CP has no *standard* design. Each situation or contingency mission may have different requirements. An example is at Figure 3-6.

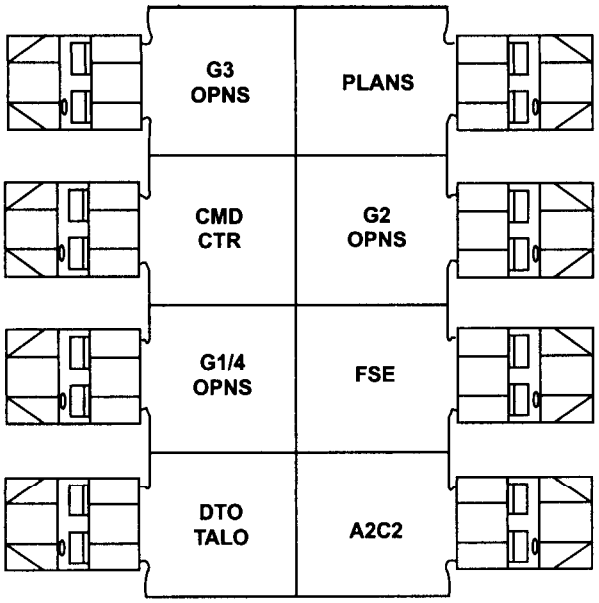


Figure 3–6. Example basic assault CP

Normally, the assault CP includes G3 operations, plans, G2 operations with a deployable intelligence support element (DISE), a fire support element with an ALO, a signal element, and G1 and G4 operations with an SJA. These functions require sufficient personnel for effective continuous operations. The size of the assault CP may also depend on the number of airframes available.

The assault CP is built from the division TAC CP. It "peels off' functions as the main and rear CPs establish operations. The example assault CP deploys with eight high-mobility multipurpose wheeled vehicles (HMMWVs), eight standardized integrated command post system (SICPS) shelters, and sufficient personnel to perform critical battle command functions. The HMMWVs contain all communications and computer equipment hard-mounted. Personnel use this equipment either in the HMMWV, remoted to the SICPS shelter, or in a combination of both.

SPLIT-BASED OPERATIONS

An emerging concept is that of split-based operations (Figure 3-7). Split-based operations provide versatile, deployable, and expansible unit configurations to support the deployed force. Technologies now being developed enable the separation of forward and rearward functions. The division's

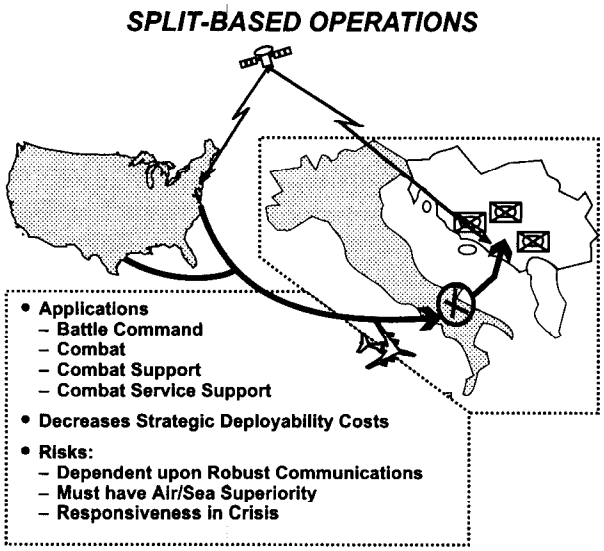


Figure 3–7. Split-based concepts

increased access to automation and satellite-based communications and intelligence systems, the constraints on deployment assets, the reduction of forces and resources, the fast-paced operational tempos, and other variables are leading the Army to consider this approach in division battle command. Note, however, that split-based operations require robust long-haul, high-volume communications. Without such support, they will rarely be feasible.

Intelligence, logistics, and C^2 have all successfully demonstrated the split-basing capability. For example, intelligence assets must deploy early. The DISE (a tailorable forward element that can deploy and set up quickly) goes with the deploying force. At a minimum, the DISE consists of communications, automated intelligence fusion, and broadcast downlinks. A large, and relatively immobile, intelligence-support base performs the bulk of the processing and analysis at home station or deployed in a sanctuary. This intelligence-support base provides dedicated and detailed full-time support.

The following discussion focuses on command and control, however, the techniques and principles apply to other functions. Split-based C^2 is designed around two zones or areas—a secure area and the combat zone area. In a secure area, the division's rearward CP and the sustaining base (DISCOM and COSCOM) are relatively safe from high-level threats. The rearward CP locates in the theater (where threat levels are low); the sustaining base might locate in CONUS. They would probably never depart the division or corps cantonment areas. The rear CP and sustaining base are information repositories where detailed planning coordination and analysis occur.

The rearward CP and sustaining base collect, process, store, and ship data as required. Electronic pipelines link the forward and rearward CPs together and to the CS and CSS facilities at the home station. The CSS staff responds to forward CP requests for information, providing analysis, targeting, graphics, and future predictions. The split-basing concept requires reliable communications means and access to significant amounts of intelligence and logistics data. Rearward CPs are static and must be secured.

The forward division CP is agile and immediately responsive to commanders. It commands current operations or adjusts plans for future operations. It coordinates the development of plans, synchronizes deep operations to establish conditions for close operations, and produces intelligence of immediate concern to the commander. Coordination, analysis, and integration at the forward CP are limited so that the CP remains highly mobile. Detailed staff work is best accomplished at the static, secure rearward command post.

A forward and rearward CP concept assumes the two CPs maintain reliable communication links. Distance then becomes relatively unimportant. Many division functions can remain at home with staff work passing electronically to and from the field CPs in the division's area of operation.

Under this concept, the commander continues to position himself where he can best influence the situation. He must have the necessary communications and automation capabilities to remain electronically connected to a number of information sources—his forward CP; higher, adjacent, and subordinate warfighting commanders; and broadcast sensors. These systems assist him in commanding and controlling his division.

JOINT, MULTINATIONAL, AND INTERAGENCY OPERATIONS

Our division warfighting doctrine, decision-making processes, and capabilities make Army divisions effective in joint, multinational, and

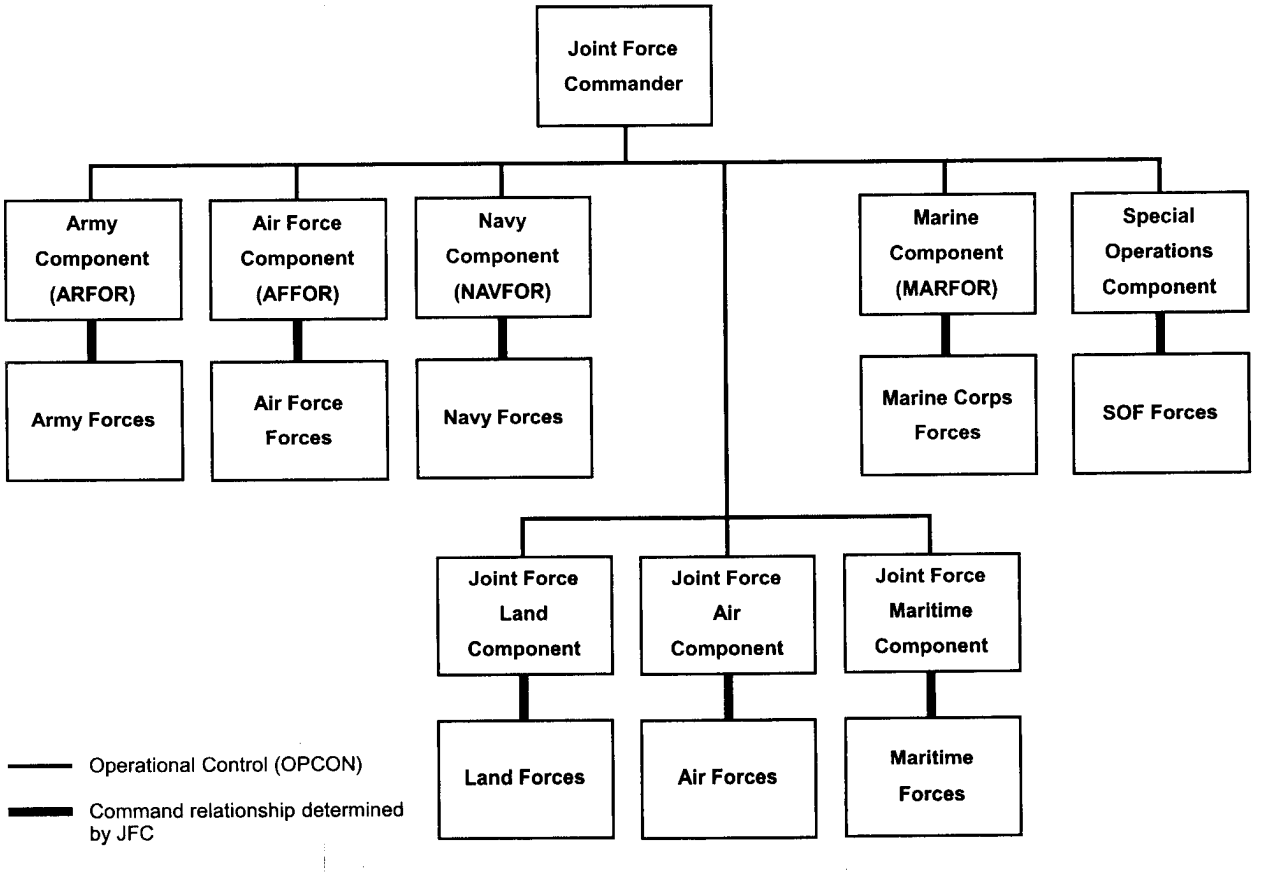
interagency operations. Army divisions focus on fighting and winning battles and engagements as part of a joint force anywhere in the world. Their organization, capability, and flexibility allow them to conduct OOTW in multinational and interagency operations as well as in joint operations. Chapter 8 discusses division actions in OOTW. This section discusses battle command in joint, multinational, and interagency environments.

Joint Operations

Joint Publication (JP) 3-0 and JP 5-00.2 detail joint task forces operations. This section provides only a brief overview. Division commanders and their staffs must be familiar with key joint publications. The most likely employment of divisions in the future will be as part of joint forces. (See References.)

Joint task forces (JTFs) comprise assigned or attached forces from two or more services. They may be established by the secretary of defense, a commander in chief (CINC), a subordinate unified commander, or the commander of an existing JTF. Commanders of JTFs (CJTFs) are responsible to the establishing authority. They exercise command and control through a flexible range of command relationships. Normally temporary in nature, JTFs are disestablished on completion of their mission. JTFs are organized along a variety of command lines. Figure 3-8 depicts a common JTF design.

JTFs are normally supported through CINC service components. Regardless of the organizational and command arrangements within joint



Note: A joint force contains service components (because of logistic and training responsibilities) even when operations are controlled by other components.

Figure 3-8. Typical JTF configuration

commands, service components retain responsibility for certain service-specific functions affecting their forces. These include internal administration, training, logistics, and service component intelligence operations. One component may support another with a variety of forces, services, or operations in addition to logistics support arrangements. Within joint operations, divisions will often be ARFOR headquarters. (See Chapter 1.)

Multinational Operations

From the American victory at Yorktown in 1781 and throughout our history, multinational operations have remained central to the US Army's experience. World War II, the Korean War, the Vietnam Conflict, and the Persian Gulf Conflict are examples of our participation in multinational efforts.

Two or more nations conducting operations together to accomplish a single mission is multinational operations. In the future, US Army divisions will again participate in multinational operations. They may be in response to major events (such as regional conflicts) or comparatively minor events (such as Multinational Force and Observer (MFO) missions). The following should help units operating in a multinational environment.

Command

US corps and divisions have participated in, and will continue to participate in, United Nations (UN)-type missions and multinational force warfighting. Thus, the division leadership must understand battle command in multinational organizations. Leaders must expand their battle command skills and learn command and control in a multinational force.

Multinational operations may be alliances based on formal agreements designed for broad, long-term objectives, for example, the ACE Reaction Corps (ARRC) in Europe. Multinational operations may be coalitions based on temporary (possibly informal) agreements to accomplish common, usually short-term, and focused objectives. Operations in Desert Storm and UN forces in Somalia, Bosnia, and Cambodia are examples of multinational coalitions.

Multinational operations provide the division commander some unique advantages. They allow a broader perspective and intelligence base on the enemy. They may offset a lack of time or resources. They provide new and different capabilities. The enemy may experience multiple dilemmas when faced with an organization of differing equipment, tactics, procedures, and capabilities.

The division may participate in multinational operations in several ways. The division could—

Be part of an operation that is multinational at the echelons above the division (division operates "pure"). The combined nature of this type operation could be transparent to the division.

Operate with multinational forces fighting on its flanks, requiring extensive liaison, communications, and control measures.

Receive specified support from or provide support to the armed forces of another nation.

Operate with integrated forces, that is, multinational forces under the control of the division headquarters or one of the brigades.

Decision Making

The estimate process described in FM 101-5 remains the basis for division planning. However, when the division controls multinational forces, the commander and staff may need to conduct an "up front" analysis. This identifies the similarity, familiarity, and interoperability with and between multinational forces. The analysis should include the following areas.

Existing Agreements. Within multinational forces, some coordination will have been done, and some standardization agreements may already exist. With coalitions, there may be little documentation and agreement on standards. In either situation, the division commander and staff must understand what agreements already exist.

Differences in Goals and End States. The commanders must determine differences in goals and end states (and any hidden agendas) of the partners in the operation. Unity of effort requires agreement in objectives and end states. To design workable courses of action, commanders must identify and resolve areas of friction and force inconsistencies.

FM 100-5 provides US keystone doctrine related to end states. End state is the common thread linking all operations, from the tactical through the

operational to the strategic levels of war. This thread is found in the US corps commander's intent statement, a formal part of field plans and orders. Division commanders write intents for their (multinational) forces after full consideration of national, theater, strategic, and operational end states.

Achievement of Unity of Effort. In some multinational forces and most coalitions, the division will never achieve unity of command. Unity of effort is the critical element. In some circumstances, the division may achieve unity of effort using traditional C^2 relationships—tactical control (TACON), OPCON, and attachment. Other circumstances may require different relationships with the leaders of each multinational force. These, in turn, may lead to shared leadership decision making and C^2 structure. Integrity of units is important; unity of effort, vital. To achieve unity of effort, division commanders must—

- Focus on common objectives and interests.
- Coordinate for communications, intelligence, and liaison.
- Learn organizational structures.
- Understand agreed-upon procedures.
- Recognize the significance (good or bad) of precedents.
- Understand partners' points of contention.
- Develop patience and trust.

Differences in Communicating Intentions. Overcoming language differences and determining the primary or common language for the operation are significant problems in multinational operations. Language differences and capabilities determine the complexity of orders. Language needs will also determine requirements for LNOs. Division leaders must understand and consider differences in unit C^2 processes and leadership styles, as well as cultural and religious differences and national sensitivities.

The US Army uses doctrine; tactics, techniques, and procedures (TTP); and jargon to communicate quickly. Though using these methods becomes second nature, misunderstandings still occur. The chances for miscommunication increase in a multinational or joint environment, and even more so in a coalition, even with well-established standardization efforts. Among the nations, identical military terms (or terms of reference) may have quite different meanings. Division commanders must personally make their intents and decisions understood among all partners in the multinational force.

Leadership styles will differ significantly within a multinational force. The superior-subordinate relationship in one nation's army may differ from what a US Army officer expects. Military leaders from other countries may have strong expectations about their armed forces' role and will be sensitive to perceived cultural or national slights.

Force Capability. Commanders must know the capabilities and limitations of each force they direct, and the differences in equipment. The combat power of another country's unit can be significantly higher (or lower) than its approximate US equivalent. Individual weapons systems will differ from US weapons systems in maneuverability, survivability, firepower, and ranges. Communications equipment and procedures may or may not be compatible with US equipment and procedures. In some countries, the capabilities of a subordinate unit may exceed those of its higher headquarters.

Commanders must also know the training readiness of personnel and units within the multinational force. They assess each unit's training and proficiency levels. They consider recent combat experience as well as the intensity, frequency, and focus of unit training. They assess the fighting spirit of each force and the degree of its leadership support to military operations.

Mutual and Viable Support Options. Finally, commanders must identify viable support requirements and arrangements. Commanders consider support within all the battlefield operating systems. The easiest, but least efficient, method is support independence (each force obtains its support through its own national channels). Support may also be one-way (one force supports all other forces), or interdependent (each force provides some support to other forces). The commander's analysis considers what degree of mutual support is possible and desirable based on the compatibility of equipment, connectivity of systems, and cultural differences.

Control

The division commander may not always have the option to determine the command structure of the multinational force. In an alliance, some formal document may designate the command structure and command relationships. In a coalition, the higher commander who organized the forces may designate the command relationship.

Some operations, however, may require the division commander to negotiate a command structure for the multinational force. The politics of each country participating will be a primary factor. On one hand, a nation supplying a brigade (commanded by a colonel) to operate within a corps may agree to place the brigade under the OPCON of a US division. Such an arrangement follows traditional task-organization principles in the US Army; however, it requires enhanced liaison and coordination.

Conversely, a nation may resist, or have laws against, formally placing its units under the command of another nation. This might occur when the structure of the units approaches equality (for example, a major general commanding a multinational brigade working with a US division). In this case, a command structure that emphasizes unity of effort with some degree of shared command may be appropriate. The nature and personalities of the commanders involved may determine the nature of the shared command. A command and control integration center may be required to coordinate efforts.

Special command and control implications arise if the US force is under a coalition headquarters. Division commanders must understand clearly the intent of the National Command Authorities (NCA) with respect to both the command relationship and the US end state.

Further, a tactical headquarters (such as the division) that is designated a multinational headquarters will require augmentation in all functional areas to control activities affecting its multinational forces. The division may have to perform roles and missions previously reserved for EAC units, particularly if the number of multinational forces involved is small.

Liaison is vital to multinational operations. Depending on cultural differences and force capabilities, liaison may involve more than exchanging personnel between headquarters. Liaison elements may actually become advisory elements whether or not they are trained, manned, and equipped for such roles.

Liaison elements must have good language skills. They will normally require dedicated, secure communications (voice or data) and transportation. Chapter 2, FM 71-100-2, provides a checklist for liaison operations.

Liaison elements must keep informed of both their parent unit's and host's situations. Liaison between individual staff elements ensures better linkages and better understanding of each staff area's limitations, requirements, and intent. Special functional teams also enhance connectivity, such as a communications team to improve signal connection. Commanders of tactical multinational forces may find their liaisons are the primary means for communication and control of the force.

Leadership

Commanders of forces operating in multinational environments face many unique challenges. Differences in culture, religion, and warfighting doctrine; language barriers; and political, economic, and social factors require the deliberate, but careful, application of battle command. Providing a clear vision of how the multinational force will operate and building a climate of teamwork that fosters success are key.

Although he will find the task more challenging, a US commander must articulate his vision to multinational forces just as in any other operation. He must be aware of all factors that can impact on the force's readiness and teamwork, to include the nature of the operation and the effect of international differences on its execution. He must greatly expand total mission awareness. He must know all events affecting the forces he directs—both within the area of operations and in their nations. Total mission awareness is critical to mission analysis, planning guidance, and execution in war and OOTW.

Unity of effort and teamwork begin with the force commander's personal involvement with commanders of other nations. He sees firsthand the differences in the multinational force and gains insight into synchronizing the various elements. He ensures intents are understood and orders are clarified. He may also learn of potential disruptions.

Unity of effort and teamwork are reinforced when the commander develops, implements, and focuses unit and staff training. Commanders foster cooperation. Demonstrated proficiency builds force confidence. A robust liaison enhances unity of effort as well as force control.

Finally, as in any military operation, the commander must inspire his forces. Inspiration flows from the warrior commander who shows courage, who is well-forward and seen on the battlefield, and who demonstrates trust, confidence, and patience through effective delegation of responsibility and authority.

Other Implications

Commanders must reexamine all BOS in light of a multinational forces' capabilities and limitations. Intelligence and maneuver require special considerations.

Intelligence. The threat holds a multinational force together. As long as nations perceive a significant threat or a long-range benefit to their interests, they willingly participate in multinational operations. However, the partners' commitments differ according to their perception of the threat. (The greater the threat; the greater the commitment.) To help cement unity of effort, commanders of multinational forces must keep their units focused on the threat and the agreed-upon response to the threat.

The intelligence staff must share appropriate intelligence within multinational forces. This is a complex task. Different nations are allowed varying access to US intelligence. The staff must recommend, and the commander must approve, a fair (but not necessarily equal) system of access to and distribution of intelligence information and products. Commanders must also establish clear and simple rules on the equally difficult task of the handling, disposition, and exploitation of captured personnel, equipment, and documents. To ensure adequate intelligence support to the entire force, the intelligence staff must micromanage these areas.

Finally, the best in-county intelligence may not be from United States assets. Each partner will have intelligence-systems strengths and limitations or unique and valuable capabilities. While the United States usually has the greatest amount of technical systems and capabilities, many coalition partners bring a wealth of human intelligence (HUMINT) and counterintelligence to the field. The intelligence staff must establish a system to effectively attain, evaluate, and distribute available non-US tactical intelligence.

Maneuver. The best military course of action may not necessarily be the most prudent. In multinational operations, political factors and decisions, such as keeping coalition partners in the fight, often take priority over military factors, such as unit capabilities. Commanders may be required to execute a workable, rather than the best, military course of action.

When estimating movement times, maneuver staff officers consider differences in vehicle speeds, unit formations, unique standing operating procedures (SOPs), and unit operating norms. These will vary within the force.

Multinational operations result in more and different units and equipment. This increases the capabilities of the overall force and decreases limitations of US units and equipment. The staff must understand how to exploit the capabilities and advantages of non-US units and their equipment.

Cultural and language disconnects and unfamiliar equipment increase the rates of fratricide. The impact (political and military) of a fratricide on a multinational force may be immense. Fratricide prevention is key to maintaining high unit morale. Commanders must be aware of those tactical maneuvers and terrain and weather conditions that increase the probability of fratricide. They must limit fratricide occurrences with disciplined operations, detailed situational awareness, and strong command climate. They must know the correct way to deal with fratricide events. A commander's statements and actions may vary according to the culture associated with the casualty.

Interagency Operations

Interagency relationships are important aspects of battle command in both war and 00TW. The primary purpose of interagency operations, however, is to promote, support, and defend US national interests without becoming involved in war. Political agencies establish policies, determine strategies, and lead in their execution. In most cases, the military role is to support this political process. Decisive

action is taken by the Department of State or other civilian government agencies, rather than by the armed forces. The objective of interagency operations is to integrate the effort of several agencies in a common effort.

Interagency relations must be established through negotiation. Agreements should be in writing, as memoranda of understanding or terms of reference, to ensure understanding and avoid confusion. Most agreements will be made at the unified command or JTF level. Within divisions, the SJA and G5 play major roles coordinating actions for the commander. Local military commanders can and should cooperate with their civilian agency counterparts. That includes the division or its elements. One caution is in order— the serious legal restrictions on the use of military personnel and equipment, especially in 00TW. Therefore, the commander should consult his SJA in developing cooperative agreements.

Relations with other agencies of government and international and private organizations are so important to 00TW that the division commander must devote much of his personal attention to them. He should entrust day-to-day operations to a deputy commander, chief of staff, or executive officer and provide the necessary commander's intent so that the officer can function effectively. The commander should periodically check on the conduct of operations to assure himself they are progressing satisfactorily, but he should focus on interagency matters.

Normally, the division commander does not give orders to other agencies. Instead, he participates in consensus-building-one voice among equals. He must present the military view persuasively but also be ready to compromise. Other organizations will accept his arguments and preferences only if he presents them convincingly and in a spirit of cooperation. Other government and private agency officials will be inclined to accept the commander's expertise in military matters and to listen attentively to his opinion on the overall operation.

The key to success in interagency operations (as in multinational operations) is liaison. Commanders must identify participating agencies and establish regular liaisons with them. Some may be reluctant to be identified with military activity. They must be persuaded that they stand to gain through cooperation. This is especially true of private volunteer organizations that fear being identified with violent operations. The requirements for liaison will usually exceed personnel and equipment strengths authorized in TOE. Liaison personnel in interagency operations require maturity of judgment in political-sensitive situations. They must be selected carefully. They must be language-qualified or able to operate effectively through interpreters.

Most civilian organizations, whether governmental or private, do not have command, control, communications, and computer (C4) equipment comparable to the Army 's. What they do have may be incompatible. Therefore, the Army may have to provide equipment and operators to ensure unity of effort. The 7th Infantry Division DIVARTY's FSEs and FISTs (personnel with their organic equipment) were used as liaison teams to nonmilitary agencies during Operation Garden Plot in May 1992. This was the federal response to the Los Angeles riots. Chapter 8 of this manual, FM 100-19, and FM 100-20 have additional information on interagency operations.

ORDERS AND INTENTS

Mission-type orders direct division battles. Orders, therefore, are explicit and direct. Whether oral or written, a good order is clear to those who must carry it out. Clarity and promptness are more important than form. The Army's doctrinal reference for plans and orders is FM 101-5.

The initial order explains the situation, mission, and intent of the commander clearly so that additional FRAGOs can meet the changing situation. Warning orders are routinely used to reduce the reaction times of subordinates and allow for parallel planning. Fragmentary orders may be as brief as a few words spoken over the radio, or they may consist of a map overlay or sketch with some explanatory text. Orders convert plans and decisions into instructions for subordinate commands. The amount of detail in written orders is often relative to the time available for troop leading. Above all, orders are timely and flexible.

The tactical requirements of division combat operations dictate the task organization, area of operations, and missions specified in the order. The division commander configures his brigades into combat, CS, or CSS units, according to the role they

During Just Cause, I had good, competent liaison officers; not just to keep me informed of what their respective units were doing, but to also convey to their units how the battle was going. They are crucial to success, and you have to pick your best people. They have to have the moxie to stand up in front of a two or four star general, and brief him what their commander is thinking, their unit's capabilities, and make recommendations.

LTG Carl W. Stiner
Cdr, JTF South
Operation Just Cause

will play in the battle. Habitual training and support relationships and a thorough (and rehearsed) division tactical SOP greatly enhance an effective task organization. Brigades attached to or under OPCON of another division or higher unit are task-organized with a normal allocation of combat support and combat service support assets.

The division places a higher premium than ever before on maneuver and offensive spirit. This requires orders flexible enough to shift rapidly with changing conditions. Such conditions require a decentralized command and control system. To operate decentralized, leaders must have a clear understanding of the commander's overall intent and vision of the unit's end state.

The commander's intent statement is part of the division commander's operations order (OPORD). It is the commander's personal expression of why an operation is being conducted and what he hopes to achieve. The intent links the commander's vision and concept of the operations. The intent may be given verbally, or within the written order in the concept of operation. It enables subordinate commanders to exercise initiative without jeopardizing the mission or the division. The division commander should explain his intent to his subordinates whenever possible. He does this when he issues orders to subordinate commanders. Mission-oriented orders enable the division to seize and maintain initiative and to set the terms of battle. They allow subordinate leaders to exercise independent judgment and exploit changing situations.

Warning orders notify subordinate commands of new tasks before the planning and issuing of orders are completed. The advance information permits subordinates to initiate time-consuming activities, such as reconnaissance, repositioning of units, reconstitution of units, resupply, and preparation for combat.

Fragmentary orders enable the commander to issue orders quickly and in the order of their urgency. FRAGOs inform elements of all missions and provide common information to establish a basis for synchronized action.

Prior to a tactical operation, normal practice should be to issue orders to assembled commanders as far forward as possible. Commanders should not assemble for the issuing of orders during operations. Rather, the commander or his representative should arrange to meet the involved subordinate at a convenient location—preferably the subordinate's operational area.

CONTROL OF TACTICAL MOVEMENT

The success of tactical marches is fundamental to division operations. The division commander cannot concentrate his forces to fight, maneuver to avoid combat, or benefit from successful tactical actions unless the division can move quickly, securely, and efficiently. The division is prepared for moves within the local theater area, movement from one part of a theater to another, and administrative movements from ports or equipment sites to staging areas.

Retaining the flexibility to execute a variety of attack plans until late in the enemy's planning cycle is a goal of movement planning. Detailed and practiced division movement SOPs and standard task organizations simplify march planning, provide flexibility and greater responsiveness, and provide a smoother cooperation through habitual relationships. However, the use of standard divisional task organization precludes having carefully tailored organizations for each contingency.

For tactical movement, planners must understand the size of units and the related time and space factors for most movement operations. Changes in unit strength because of maintenance failures and

repairs or small-scale combat losses are unpredictable. Planners should not try to keep up with these normal fluctuations. They should know the time it takes the division to pass on multiple routes at a designated speed (a division normally will move on at least four routes), general pass times, column lengths, and fuel requirements of corps elements. They must also appreciate the effects of weather and the engineer effort necessary to move a division over different types of roads.

For efficient movement, the division is organized into a serial of march units that are of uniform size. A standard march unit normally corresponds to the size of a maneuver company or team or matches the unit's rapid refueling capability. This is a manageable-sized element for CSS commanders, movement planners, and traffic controllers.

The MP company; ADA, engineer, reconnaissance, and MI collection elements; select CSS units; division-controlled artillery; jamming teams; liaison parties; and TAC CP move before the main body to synchronize and coordinate the division's movement. They identify problems in advance, control march units, provide communications while the main body moves, clear and repair the route, and ensure smooth movement in and out of positions at either end of the route.

Not all of the division's units can move at once. CSS battalions are not 100-percent mobile and require multiple lifts (or transportation augmentation). The aviation brigade's movement requires special consideration since forward arming and refueling points (FARPs) or support areas are established prior to commitment of the brigade's helicopters.

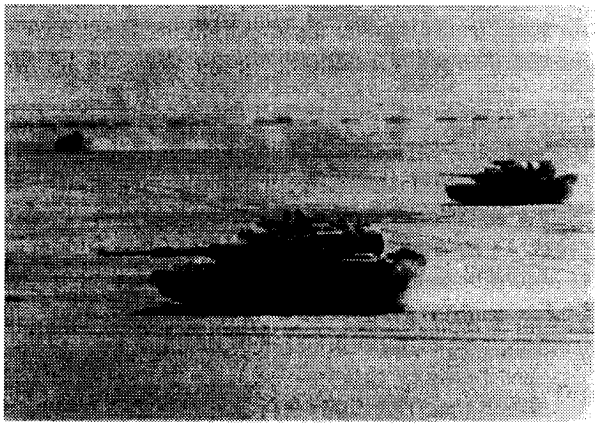
In a corps movement that schedules one division behind another on the same routes, displacing the division's support areas and coordinating multiple routes are complicated. Traffic control, area responsibilities, air defenses, communications, and tire support are meticulously coordinated.

While on the move, the division must be ready to meet threats from any direction and to attack from the march if necessary. To retain this flexibility, brigades and battalions march in formations that provide all-around (and overhead) security. Accompanying CS and CSS units are interspersed in the column where they can support the force without hindering its maneuver. Protecting CS and CSS units is important to armored and mechanized divisions that depend on almost continuous support for their own mobility.

When the entire division marches, leading brigades should move on multiple routes. Battalions optimally march on single routes in column formation. Battalion commanders arrange their march order to secure their trains while moving and to drop their trains quickly if ordered to attack from the march. Mortar platoons and scouts march in positions that allow prompt support of the force. Other combat units of a battalion or task force move in a standard order that permits fast actions on contact and rapid movement onto and off of designated routes.

Deployment to and from the column should be a well-rehearsed battle drill. Forward of their attack positions, committed battalions or task forces should have at least two routes to deploy quickly. As a rule, the time allowed for deployment should not be less than the pass time of the leading companies or teams that must bring their trail platoons on line to support the leading units.

Brigades organize differently. If expected to deploy and fight, they need at least two routes, even when marching in the rear area. A division with two brigades on the move needs at least four routes for security and for rapid deployment at its destination. CS battalions may march on separate routes even during approach marches, but need standardized internal arrangements within the division to



A division on the move must be ready to meet threats from any direction and to attack from the march if necessary.

simplify planning, to routinize coordination, and to speed up movements.

In a crisis, a division in reserve, unencumbered with forces in contact or other missions, should be able to stage its units forward from assembly areas to attack positions over a period of hours. By prepositioning some of its critical C^2 elements and CS units ahead of its combat forces, the division can deliver a coordinated attack with just a few hours' notice.

In a deliberate attack, a division commander can reasonably expect 24- to 48-hour advance notice prior to his commitment. With this much notice, he can send brigade CPs forward in advance. He can also arrange for division-controlled artillery and crucial CS and CSS elements to be in place before moving his brigades, main support forces, and CPs forward. Multiple routes are necessary to move an attacking division from an assembly area to its attack positions with acceptable speed and security. In planning the move from attack positions to the line of departure (LD), operations officers consider travel time from assembly areas to attack positions, numbers of routes required per battalion, deployment times, and movement times from attack positions to the LD. Instructions for brigade movements from assembly areas through attack positions to the LD must be specific. They normally include locations of all march objectives, routes, contact points, passage lanes, and friendly units. The staff also supplies information about the support that the defending units whose rear areas must be traversed will provide. Brigade, division artillery, and aviation brigade staffs refine this initial coordination further, arranging the final' details of their movement from attack positions to the LD with the in-place unit.

Because road space and support areas are usually limited around the LD, the division can expect access to the minimal routes necessary for movement. Everyone in the division must move in strict accordance with published march tables. This requires a strong organization and a high level of training and discipline in small units.

Depending on the situation, the march from the TAC CP may be controlled by the division G3; the operations cell of the division main CP; or an *ad hoc* movement control headquarters consisting of representatives from the G4, DTO, PM, division signal officer, division engineer, and other staff sections. No matter who controls it, march planning must include the following minimum requirements:

- Reconnaissance of primary and alternate routes and assembly areas.
- The prompt dispatch of liaison teams to other headquarters.
- Standing teams of communicators, traffic controllers, and quartering elements,

When rerouting units becomes necessary, suitable alternate routes must be available. Rerouting may be unavoidable, but it usually affects arrival times in forward areas and can also change the order of march into attack positions or assembly areas. Alteration of the movement plan will be of immediate interest to the commander since he may have to reconsider timing or dispositions.

CONTROL OF AIRSPACE

A^2C^2 Element

The division A^2C^2 element oversees the airspace control function. Airspace control facilitates the use of airspace by all users, assists AD identification, and safely expedites air traffic flow. The A^2C^2 element synchronizes the use of airspace and enhances the command and control of those forces using airspace within the division's area of operations.

A^2C^2 elements (corps, division, and maneuver brigade) form a vertical and horizontal channel through which airspace control requirements, plans, orders, and information are coordinated, disseminated, and synchronized with the tactical plan. (Although no special staff element is dedicated to A^2C^2 at battalion, the A^2C^2 function is performed at all levels.) FM 100-103 has detailed information concerning the organization and functioning of the A^2C^2 system and techniques and procedures for airspace control in a combat zone.

The division A^2C^2 element comprises designated representatives from the G3 section, ADA element, aviation element, FSE, Air Force TACP, and the supporting air traffic control platoon. They are collocated to perform fill-time A^2C^2 functions. These elements synchronize the airspace requirements of their parent unit, and other airspace users of the

combined arms team and supporting services, with the division's tactical plan.

The G3 air supervises the 24-hour, day-to-day operations of the A^2C^2 element. Primary tasks include—

- Identifying and resolving airspace user conflicts.
- Coordinating and integrating airspace user requirements within the division area of operations and with other services and adjacent units.
- Maintaining A^2C^2 information displays and maps.
- Developing and coordinating airspace control SOPs, plans, and annexes to division OPORDs and OPLANs; and disseminating airspace control orders, messages, and overlays.
- Approving, staffing, and forwarding to corps requests for special use airspace.

The A^2C^2 element at the main CP is the focal point for all airspace control activities related to division rear operations and deep operations, and to the planning for future close operations. Airspace control activities supporting close operations are primarily accomplished at the TAC CP with the A^2C^2 element at the main CP providing support. Their close coordination ensures that airspace requirements are met timely and effectively.

The TAC CP has no formal A^2C^2 element. Designated representatives from selected staff and liaison elements accomplish airspace control functions. A G3 officer is responsible for the A^2C^2 effort with assistance from a fire support officer (FSO), an aviation representative, an ADA representative, and an Air Force fighter liaison officer (FLO).

Division airspace control methodology stresses procedural control—relying on standing operational procedures, selected use of theater airspace control measures, and compliance with the theater airspace control plan and unit SOPs. FM 100-103 discusses tactics, techniques, and procedures for the coordination and control of airspace used by modern systems.

Systems vying for airspace include ATACMS, UAVs, and special electronics mission aircraft (SEMA). With ATACMS and JSTARS, Army commanders can detect and destroy deep targets beyond the FLOT in excess of 100 kilometers. Planned ATACMS missions are coordinated well in advance and may be included on the air tasking order (ATO) for coordination purposes. ATACMS missions against targets of opportunity generally require 15 to 30 minutes to process. An example of airspace deconfliction procedures for ATACMS can be found in FM 100-103-1.

The Army generally uses six steps for airspace coordination of UAVs and SEMAs:

- The G2 collection manager tasks the UAV or SEMA unit with intelligence requirements.
- The UAV or SEMA unit develops the mission and forwards airspace requests to the A^2C^2 section.
- A^2C^2 coordinates airspace with division units and forwards airspace requests to corps.
- The battlefield coordination element (BCE) acts on the requests and submits them for approval to the airspace control approving authority.
- If approved, they are entered on the ATO and airspace control order (ACO).
- Corps monitors and informs divisions of approval or disapproval. Division A^2C^2 informs the UAV or SEMA unit.

A^2C^2 inside the ATO cycle takes a dedicated effort. Liaison may be required from UAV and SEMA units to expedite coordination and ensure it is done and, on time. The division as the ARFOR headquarters has diverse responsibilities in the airspace arena. Historically, corps and divisions have worked with the Air Force for air support and interdiction. In larger unit operations where the division was subordinate to an Army corps headquarters, the divisional A^2C^2 element worked with the corps A^2C^2 element and the air support operations center (ASOC). The corps A^2C^2 element reported to the BCE and the ASOC reported to the air operations center (AOC). The BCE works for the senior Army commander and is normally collocated with the AOC. Additional information on the BCE can be found in FM 100-103.

Deployment planning must include ground liaison officers (GLOs) with all supporting equipment to be recalled, as necessary. The division commander may need to discuss airspace control requirements with his senior commander. He may request the TACP remain with division to provide

the air support with the service providing the support. Additional information about joint airspace control can be found in JP 3-52, JP 3-56.1, and FM 100-103, with its techniques and procedures manuals, FM 100-103-1 and FM 100-103-2.

Finally, battlefield structure (linear or noncontiguous) impacts on the integrated use of maneuver, fire support, and airspace control measures. The division commander, as an ARFOR commander, may find specific guidance in established SOPs and directives from the combatant commander.

Air Support

Air missions that support the division include—

- Counterair, both offensive and defensive.
- Air interdiction (AI).
- Close air support (CAS).
- Tactical surveillance and reconnaissance.
- Tactical airlift.

Since air support is normally a theater asset, the priorities of the theater commander and the senior Army tactical commander generally influence where, when, and to what degree air support will be available to the division. Other factors that impact on air operations include—

- Air superiority.
- Threat air defenses.
- Weather and limited visibility.
- Airspace control and usage.
- Identification, friend or foe (IFF).
- Electronic warfare.

Air operations are fully integrated and synchronized with ground operations. The following have assigned responsibilities:

- The G3 supervises all matters pertaining to CAS.
- The FSE coordinates supporting fires, including CAS, on surface targets.
- The G3 air, the ALO, and the theater airlift liaison officer (TALO) (with the G2, G3, G4, and FSE) coordinate and integrate air support with tactical operations and provide a central facility through which requests for CAS are processed.
- The TACP advises the ground commanders on the use of CAS and controls employment of CAS. A TACP deploys to an alternate division CP if the main and TAC CPs are destroyed or rendered ineffective.
- The FLO assists the units in preparing DD Form 1972, Joint Tactical Air Strike Request, when requesting CAS. Units that normally do not have a FLO or an ALO will request assistance as required from the G3 air for specific missions.

CAS Requests and Coordination Channels

Planned and immediate requests for CAS can be initiated at any level of command. Planned missions are those for which a requirement can be foreseen. They permit detailed planning, integration, and coordination with the ground tactical plan. Planned missions are most desirable because commanders can tailor munitions precisely to the target and complete mission planning. (See Figure 3-9.)

Requests for planned CAS missions originating at the maneuver battalion and brigade levels are forwarded to the division FSE. They are reviewed by the G3 air, the FSCOORD, and the ALO to determine the suitability of the target for air attack and for potential airspace conflicts. The FSE may recommend attacking the target with another system. As a minimum, the FSCOORD will integrate CAS and AI into his fires plan. The G3 air eliminates duplications, consolidates the remaining requests, and prioritizes the requests. He then forwards the consolidated requests to the corps G3 air at the corps fire support element.

The corps G3 air evaluates each division's requests and coordinates with the FSCOORD and the ASOC commander. The G3 air then assigns priorities to approved requests for each category of air support. If CAS sorties have been distributed to the corps, the G3 air approves CAS requests that do not exceed his distribution. If his CAS requests exceed those distributed, he sends a prioritized list of CAS and AI requests to the ARFOR or JFLCC, petitioning for additional air support. At the same time, the corps G3 air notifies all commanders and staffs concerned of the status of the division's requests.

Immediate requests generate missions that strike unanticipated or fleeting targets. Maneuver

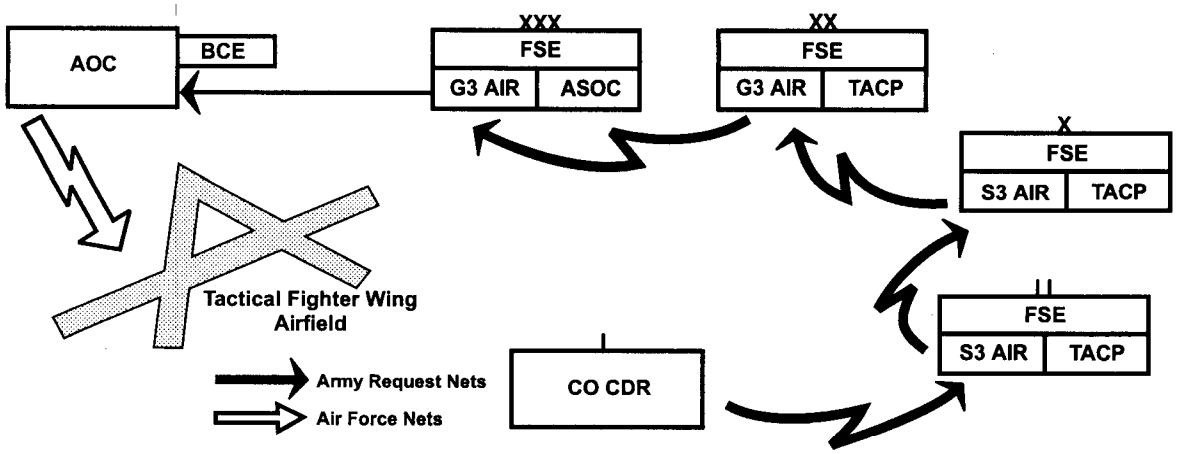


Figure 3–9. Division close air support request net

commanders can use CAS to quell unforeseen crises, or to exploit opportunities. Details of the mission generally are coordinated while aircraft are airborne. Immediate missions are processed primarily through Air Force communication channels.

Requests for immediate missions that originate at maneuver battalions, brigades, and division rear CP are forwarded immediately via their TACP to the ASOC (at the corps or JTF headquarters). Each intermediate Army echelon monitors the transmission and subsequent action. TACPs at these intermediate headquarters quickly coordinate the request with their S3 or, G3 air and the FSCOORD to approve or disapprove the request (normally determined by SOP). Unless a disapproval is sent within a specified time period, silence indicates approval of each intermediate TACP. If any echelon above the initiating echelon disapproves the request, the TACP at that echelon notifies the ASOC and the initiating TACP, giving reason for the disapproval. The ASOC passes a copy of the request to the corps G3 air in the collocated corps main CP for coordination with the FSCOORD. When the request is approved, the air support operations center orders the mission flown. Immediate missions involve launching air alert sorties, on-call CAS, planned CAS, and or diverting aircraft from other missions, such as air interdiction.

FM 100-26 has additional information concerning air-ground operations, to include the procedures involved in requesting and processing air support.

DIGITIZATION OF THE BATTLEFIELD

Automation Architecture

The division is supported by the Army Battle Command System (ABCS). This system provides commanders and their staffs at corps and division automation tools to facilitate functional processes and access the force level information (FLI) data base. The data base provides the information necessary to develop a comprehensive view of the combat picture.

ABCS will link strategic, operational, and tactical headquarters and interoperate with theater, joint, and combined C^2 systems across the full range of BOS functions. The system will afford access and query capability by BOS and will be responsive to METT-T considerations. The system architecture allows for increased flexibility and does not tie commanders to static command post structures but rather to a dynamic capability where access to critical information is available on demand at any echelon.

The ABCS network architecture allows global connectivity. It integrates automated subsystems and functional software applications over the division communications architecture that support the force-projection cycle at any echelon. These automation and communications systems will support streamlined battlefield information processing over

seamless, tailorable, and simple-to-use communications links regardless of where they are located on the battlefield.

The current Army Tactical Command and Control System (ATCCS) will be modified to increase its capability to evolve into the ABCS. Several upgrades are required. First, retransmission of unwanted information must be minimized. Second, warfighters need to have immediate access to processed information from mobile as well as static communications terminals. Third, the Army needs improved methods to distribute information from higher to lower levels, especially at battalion and below.

The communications architectures (the interlocking and overlapping spheres) listed below are technically integrated and interoperable. These systems share data through the exchange of force level information:

- Maneuver Control System (MCS).
- Advanced Field Artillery Tactical Data System (AFATDS).
- All Source Analysis System (ASAS).
- Air Defense Command and Control System (ADCCS).
- Combat Service Support Control System (CSSCS).

See Figure 3-10.

The larger circle represents the seamless environment. Users connected to this environment will now transfer information regardless of the communications means used. Broadcast, as a common information service capability, has been added to the components that make up the ABCS architecture. Broadcast does not eliminate the need for the other components; it just mitigates the stress currently placed on them. Other key adjustments will include updated automation to properly support the warfighters and their forces, improvements in source data entry, visual display and projection of graphics, three-dimensional terrain visualization, and map overlay and graphics as required.

The impact of broadcast information in Operation Desert Storm (for example, position and navigation

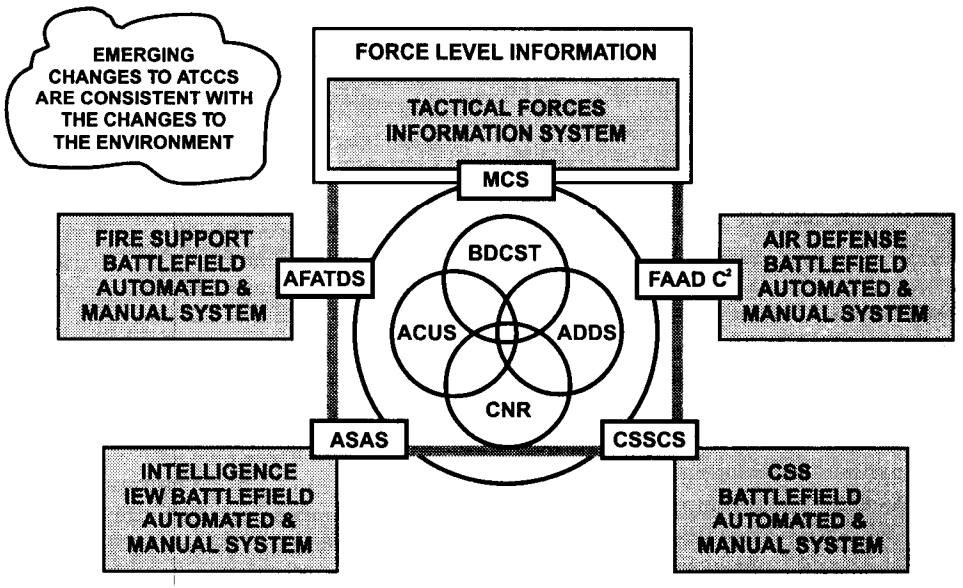


Figure 3–10. ABCS architecture

information) provides a simplified look at future broadcast technology. Position and navigation capabilities are now being integrated into many systems—aviation, field artillery, mounted and dismounted use, communications, and automation, to name a few. However, there are wider-ranging applications of broadcast information techniques. Some are logistics, planning, imagery, interactive video, news, and weather.

Some corps and division units have already experienced the value of broadcast sensor-to-shooter information. (JSTARS moving target indicators, TENCAP video imagery, Guardrail communications and electronics intelligence (COMINT/ELINT), and UAV video were some of the systems experienced.) Significant intelligence is already being broadcast. The challenge is to properly integrate current and forthcoming systems, paint a common picture, and disseminate information to warfighters in near real time.

Another example of new technology is the creation of a "warfighter net." This net uses single channel tactical satellite (TACSAT) terminals. It directly links corps and division commanders with major subordinate warfighting commanders, corps and division command posts, and liaison officers. This net virtually eliminates the distance constraints of terrestrial-based combat radios.

Corps play a unique role in the Army Battle Command System as the integrators of higher-level combined and joint systems with the tactical systems. Corps provide the link between ABCS and the EAC command and control system, the Army Global Command and Control System (AGCCS). The corps is also the link between tactical systems and the theater army command and control system for sustainment.

New technologies may change the way we control forces. However, no matter how sophisticated technology becomes, commanders still make decisions and provide leadership.

Digitization

Advances in technology continue to affect how we conduct warfare. The pace of operations is now greater than ever before. Communications connectivity, line-of-sight limitations, map and compass navigation, hierarchical flow and bottlenecked information, and static command posts are all giving way to new technologies and procedures as we digitize the division's battlefield. Digitization is one way the military services have chosen to modernize their forces. Digitization is defined as near-real-time transfer of battlefield information between diverse fighting elements to permit the shared awareness of the tactical situation. Digitization leverages information-age technologies to enhance the art of command and facilitate the science of control. Continued insertion of digital (data) technology into sensors, intelligence fusion systems, communications systems, and smart munitions will increase our ability to rapidly and globally manage, process, distribute, and display C^2 information.

Microprocessing and space-based technologies have combined to permit almost real-time distribution of battlefield information. Broadband transmission systems, modular communication components, and automated decision support systems enable high-speed data distribution to all levels of the C^2 structure. Facsimile, video, global positioning information, and graphic overlays for digital mapping are examples of information that can now be used to support commanders even at lower echelon units. These capabilities will help to give commanders and soldiers access to timely and accurate data about the battlefield. The new communications system architectures will allow them to rapidly and effectively react on this data.

When fully implemented, the technology can provide commanders near-real-time information on the operational and logistics status of friendly units as well as a current picture of the enemy. Graphic overlays for digital map displays will be automatically updated, giving subordinate units complete knowledge of the friendly and enemy situation—thus a common view of the battlefield. This real-time common picture and situational awareness will permit commanders at all echelons to make timely decisions based on accurate information to better control forces, synchronize battlefield systems, and achieve decisive victories with minimal casualties.

Future integrated digital computer networks will provide commanders, staffs, sensors, and shooters a great technological advantage. Through digital information exchange, systems can automatically "share" information between data platforms and weapon systems, including relative positioning,

identification, direction, azimuth, targeting, and support. Networked data systems will aid in the performance of tasks. For example, soldiers currently do data entry and retrieval via keyboard (or pencil). The current interface method (typing) does not lend itself to speed or cross-country movement over rough terrain. Forthcoming technology will ease data entry, retrieval, and viewing under field conditions. Light pens and "pointers" as well as menu- or mouse-driven software are examples of near-term technology that are important for mobile battle command. In the far term, voice input and output commands, speech synthesis, and voice recognition techniques will further improve the interface.

In the future, "pushed" information through command and control vehicles (C^2Vs), commander's vehicle, airborne command and control (ABC^2) command posts, or operations centers will include orders, map overlays and graphics, logistics status, changes in locations, updates to FRAGOs, and so on. "Pulled" intelligence information from shared data bases and operational information from CP vehicles, command centers, and subordinate units will alleviate demands on tactical commanders or staffs answering the interminable questions "where are you; what is your status?"

When fully integrated, automated C^2 systems of the future will communicate high-speed digital data to control weapon systems and provide access to critical information for commanders and staff officers from any point on the battlefield. This digitization of the battlefield will enable the division to process and manage C^2 information from the foxhole to joint JTF headquarters and higher levels.

CHAPTER 4

OFFENSIVE OPERATIONS

The offense is the decisive form of battle. Divisions seize and retain the initiative through offensive action. Divisions normally fight offensive battles as part of a corps or joint force operation with joint support. Surprise, concentration, tempo, and audacity; the initiative of all commanders; and the application of simultaneous, violent combat power are intrinsic to decisive division offensive operations.

With today's technology, division commanders prefer offensive operations that find and destroy the enemy. They use the maximum range of available assets to set the conditions for precise maneuver. They leverage technological advantages to gain intelligence and employ lethal and nonlethal precision fires as a precursor to maneuver, and the decisive blow. Division commanders apply combat power at the time and place of their choosing, while minimizing risk to their soldiers.

The aim of offensive operations is to destroy the enemy's ability and will to resist. This is done by defeating the integrity of his defensive system; capturing his territory; and destroying his supporting fire systems, command and control systems, command posts, reserves, and logistics support. Offensive operations may also secure key terrain, deceive or misdirect enemy forces, deprive the enemy of resources, fix or isolate enemy units, gain information, or spoil an enemy's offensive preparation.

This chapter provides doctrinal concepts for the employment of the division in offensive operations. The factors of METT-T will influence and modify their specific application.

FUNDAMENTALS

Simultaneous Operations

The Army's vision of fighting battles sequentially has evolved to emphasize conducting operations simultaneously to gain their total, synergistic effect. Tactical commanders may have to fight sequentially to secure advantages for later engagements, but the preferred method is to overwhelm an enemy force during a short period of time throughout the depth of the battlefield. Multiple attacks place several critical enemy functions at risk all at once. Such attacks deny the enemy the ability to synchronize or generate combat power. They also deny him any unit cohesion to execute a plan. Simultaneous attacks in depth induce friction into the enemy's scheme of maneuver and significantly degrade his will to fight.

Simultaneous attacks cause destruction, confusion, and demoralization of the enemy, giving friendly commanders the opportunity to strike decisively. Simultaneous attacks allow our commanders to completely dominate the tempo of the battlefield. Thus, friendly commanders control their own tempo and, through synchronized operations, influence the tempo of the enemy. This allows us to gain (or retain) initiative and freedom of maneuver. When we strike at the time and place of our choosing throughout the battlefield, we cause the enemy commander multiple, critical problems—little warning time, compressed planning, poor decisions, and no good courses of action.

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Forms of the Offense

When executing offensive operations, the division uses four general forms of offense. These are *movement to contact, attack, exploitation, and pursuit.* Although it is convenient to think of these actions as sequential, they may not be. Offensive operations are fluid; they ebb and flow from one form of maneuver to another.

Movement to Contact

Division offensive operations may start with a movement to contact. This form of the offense develops the situation and establishes or regains contact with enemy forces. The search and attack is a variant of the movement to contact. Divisions use electronic detectors to determine enemy location, dispositions, and capabilities. When appropriate, the commander attempts to make initial contact with the enemy using the smallest possible friendly force. The bulk of his force is then available to respond immediately when and where needed. (See Figure 4-1.) Once contact is made, the commander further develops the situation, concentrates the effects of his combat power, and transitions to a hasty attack (or in some cases a hasty defense). The commander continually analyzes the situation based on current reports and intelligence. He integrates CSS units with tactical units for needed support.

Reconnaissance assets find the enemy. Once the enemy is found, the division's covering force (if employed) develops the situation. The covering force is self-sustaining and operates well forward of the division's main body. The covering force prevents unnecessary delay of the main body, destroys enemy resistance where possible, secures key terrain, and contains enemy forces. When the division marches as part of a larger formation, the corps or JTF headquarters normally provides and controls the covering force. In this case, the division advance guard (often the cavalry squadron) maintains contact between the division and the higher headquarter's covering force.

In movement to contact, the division always establishes an advance guard. The leading element of the main body usually furnishes and controls the advance guard, which is task-organized to secure the division's uninterrupted movement. METT-T analysis determines the organization of the covering force and advance guard. Both normally include

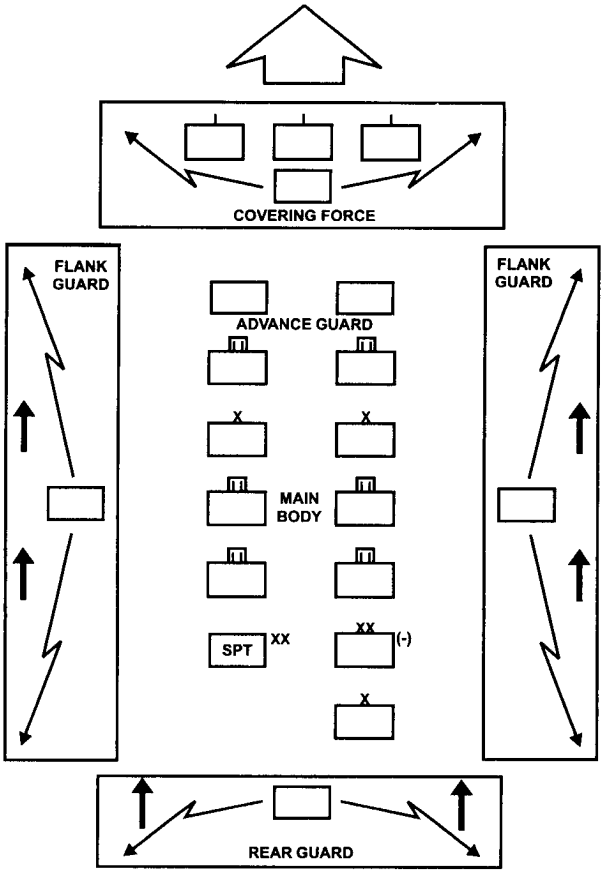


Figure 4–1. Example organization of a division movement to contact

engineers, intelligence collection assets, and artillery.

Flank and rear security forces protect the division's main body from ground observation and surprise attack. These forces are strong enough to defeat small enemy units or to delay a stronger enemy attack. Flank security travels on routes parallel to the main body and occupies key terrain along routes where appropriate. Rear security follows the division's main body. (Security operations are discussed in Appendix A and FM 17-95.)

In movement to contact, march dispositions of the main body must allow maximum flexibility for maneuvers during the movement and when contact with the main enemy force is established. The movement to contact is characterized by high consumption of petroleum, oils, and lubricants (POL); high vehicular maintenance requirements; and low ammunition expenditure. The speed of the operation

and the POL consumed require careful combat service support planning to sustain the division's uninterrupted movement.

Hasty attacks usually follow movements to contact, but other courses of action are possible. The commander may choose to fix the enemy force and bypass with the bulk of his division. He may choose to transition to a defense or to a deliberate attack. Whether attacking or defending, at the point combat forces collide, the commander must generate and sustain overwhelming combat power to rapidly defeat the enemy.

Elements of the main body may be committed to reduce enemy bypassed or contained by the covering force. (These pockets of enemy may also be left for follow and support units.) Elements of the covering force containing enemy units are normally relieved as rapidly as possible. They rejoin the covering force to avoid dissipating its strength. The commander monitors the progress of the leading and engaged combat units. He anticipates their requirements. When his units encounter resistance, he commits the combat power necessary to maintain the momentum of the advance.

Fragmentary or oral orders are normally used once the movement to contact begins. However, in their absence, leaders take appropriate action to achieve the division commander's intent. While leaders rely on initiative, the decision to commit the entire force or to halt the attack remains with the division commander.

Attacks

Hasty attacks most often follow movements to contact. (However, a movement to contact may terminate in a hasty defense, a deliberate attack, or even a retrograde. Commanders direct the appropriate action based on their analysis of the situation.) In combat, the force that first deploys and assaults its enemy with maneuver and fires normally gains an initial advantage.

Division commanders launch hasty attacks with minimum preparation. Hasty attacks are used to seize an opportunity or destroy an enemy before he is able to concentrate forces or establish a coordinated defense. They may be force-oriented or terrain-oriented, but commanders prefer force-oriented attacks because they allow greater freedom of action. Terrain-oriented attacks secure key terrain, the occupation of which will significantly impact on the outcome of the battle. When conducting hasty attacks, the division—

- Envelops one enemy flank while the enemy force is fixed from the front.
- Envelops both enemy flanks while the enemy force is fixed from the front.
- Conducts a frontal attack.

In contrast to hasty attacks, *deliberate attacks* involve much more detailed planning. Deliberate attacks fully synchronize the support of every available asset to defeat an enemy force. Detailed reconnaissance, thorough planning and rehearsal, violent concentration of combat power, rapid exploitation of enemy weaknesses, and positive, aggressive leadership at all echelons of command characterize the deliberate attack.

Fire support during the attack is critical. Fire support planning is continuous. Covering, preparatory, and on-call fires are planned in detail and must be extremely responsive. Generally artillery positions well forward to exploit weapon ranges and preclude untimely displacement when fires are needed most. Field artillery normally positions well forward with the attacking brigades to ensure the majority of fire support assets support the attack.

Engineer support is also critical to the attack. Engineers reduce obstacles as part of a combined arms breaching operation, assisting the movement of maneuver elements and supporting units. They assist in the assault of strongpoints, create obstacles on avenues of approach to protect friendly flanks, maintain routes, and assist in organizing captured ground against counterattacks. Engineer vehicles and launch bridges locate forward where they can support leading elements of the brigade.

Other types of attacks include *counterattack, spoiling attach, raids, feints, and demonstrations.* Friendly forces counterattack to defeat an enemy after he has launched his attack, revealed his main effort, or exposed an assailable flank. Spoiling attacks, on the other hand, normally strike an enemy while he is preparing for his attack or on the move prior to crossing his line of departure. A raid is a very limited-objective attack, normally conducted by smaller combat elements in the division. Commanders destroy key enemy installations and

facilities, capture or free prisoners, or disrupt enemy C^2 or support functions with raids. Although feints and demonstrations are diversionary operations, division commanders exploit these attacks if the opportunity arises. Feints and demonstrations deceive the enemy of the true intentions of the attacker.

Exploitation

Exploitations usually follow successful attacks. Exploitations disorganize the enemy throughout his depth. They take advantage of weakened or collapsed enemy organization, 'prevent reconstitution of enemy defenses, defeat enemy withdrawal, and secure deep objectives. Their ultimate goal is the enemy's disintegration to the point he can only surrender or be destroyed. Exploiting forces can secure objectives deep in the enemy rear, cut lines of communication, surround and destroy enemy forces, deny escape routes to an encircled force, and destroy enemy reserves. Division commanders plan for and move rapidly to exploit at the earliest possible opportunity.

The division can exploit its own success, act as the exploiting force for a higher echelon, or follow and support another exploiting force. Inmost cases, the division's committed units exploit directly from their attack dispositions. There is rarely a pause between attack and exploitation. Indications that the attack should shift to an exploitation include an increase in captured prisoners; an increase in abandoned material; and the overrunning of artillery, command and signal facilities, and supply dumps.

In the exploitation, reconnaissance assets maintain contact with the enemy, locate enemy movements, search for under-defended or weakly defended positions, locate ambushes, find enemy strongpoints, and advise commanders of enemy activities. The division performs aggressive reconnaissance to both its front and flanks.

The division commander employs his forces in the exploitation as in the movement to contact. Exploiting from multiple march columns is normal. The exploiting force clears only enough of its zone to permit it to advance and secure its flanks. Commanders avoid dissipating forces to achieve minor tactical success. Enemy forces that interfere, or can interfere, with the mission are destroyed, contained, or bypassed. Bypassed enemy forces are reported to adjacent units, to follow and support units, and to higher headquarters. Approval to bypass rests with the next higher commander, who then becomes responsible for reducing the bypassed enemy unit.

As the exploiting force advances, follow and support units secure lines of communication, capture or destroy bypassed pockets of resistance, expand the area of exploitation from the axis of advance of the exploiting force, and block the movement of enemy reinforcements into the area. (Follow and support is discussed on page 4-9.)

Decentralized execution characterizes the exploitation. However, commanders must watch for and prevent overextension of the command. CS and CSS plans must support extremely long lines of communication. Petroleum consumption rates will be high. Rapid resupply forward is essential.

Pursuit

A pursuit is an offensive operation against a retreating enemy force. It follows a successful attack or exploitation and is ordered when the enemy cannot conduct an organized defense and attempts to disengage. The pursuit's object is to completely destroy an opposing force. Commanders conduct air and ground operations to intercept, capture, and destroy the enemy. Unlike exploitations, pursuits are rarely anticipated; units must be agile enough to react when a pursuit opportunity presents itself.

The pursuit usually consists of direct pressure and encircling forces. The direct pressure force prevents enemy disengagement and subsequent reconstitution of the enemy's defense. Attacking day and night, the pressure force inflicts maximum casualties on the enemy. Leading elements of the direct pressure force move rapidly, containing or bypassing small enemy pockets of resistance. At every opportunity, the direct pressure force envelops, cuts off, and destroys enemy units.

The mission of the encircling force is to move rapidly to the rear of the enemy and block his escape. The encircling force advances along (or flies over) routes that parallel the enemy's line of retreat to reach defiles, communications centers, bridges, and other key terrain ahead of the enemy main force. Airborne, air assault, armored, and mechanized units are effective encircling forces. If the encircling force cannot outdistance the enemy, it attacks the enemy main body on its flanks. The division can

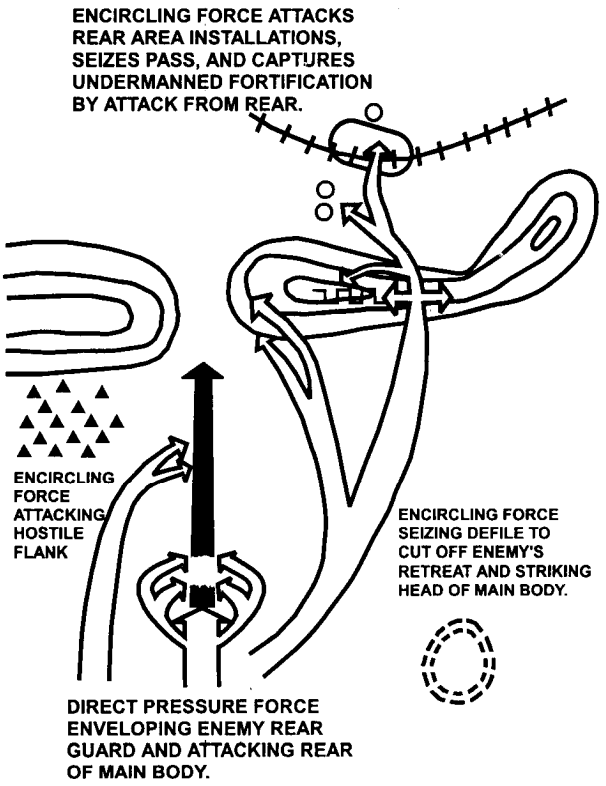


Figure 4–2. Example of a division conducting a pursuit

conduct a local pursuit or be used as the direct pressure or encircling force for the corps or JTF. (See Figure 4-2.)

Forms of Maneuver

The basic forms of offensive maneuver used by Army divisions are *envelopment, turning movement, penetration, and frontal attack.* (The double envelopment is a variation of the envelopment.) The *infiltration* is a form of maneuver seldom used by the division as a whole. However, divisions help plan infiltrations for companies and battalions. The turning movement is similar to an envelopment. The turning movement is normally conducted by corps and larger units. Rarely will divisions conduct a turning movement by themselves.

The corps or higher commander seldom dictates the division's form of maneuver. The division's mission, characteristics of the area of operations, disposition of opposing forces, and relative combat power of the opposing forces determine the best form of maneuver for a particular operation. Terrain, available time, own dispositions, ability to support the attack, and the enemy situation also impact on choosing the form of maneuver. The division commander specifically addresses in his OPLAN or OPORD the form of maneuver that the division will use.

Envelopment

An envelopment causes the enemy to fight in two or more directions simultaneously to meet converging attacks. In the envelopment, the division attempts to pass around the enemy's main defensive positions, avoiding the enemy's strength. Envelopments attack an enemy's flanks or secure objectives in his rear that cut his lines of communication and escape routes. Supporting frontal attacks and penetrations often hold the enemy in position during the envelopment. In a corps envelopment, the division may be the fixing force, the corps' reserve, or the corps' enveloping force. In a division envelopment, brigades perform these functions. Figure 4-3 illustrates a division conducting an envelopment.

An envelopment normally requires the friendly force to find or create an assailable enemy flank. Success depends on agility, surprise, and the ability of supporting attacks and deception to hold the enemy in place. Rapid and unimpeded movement

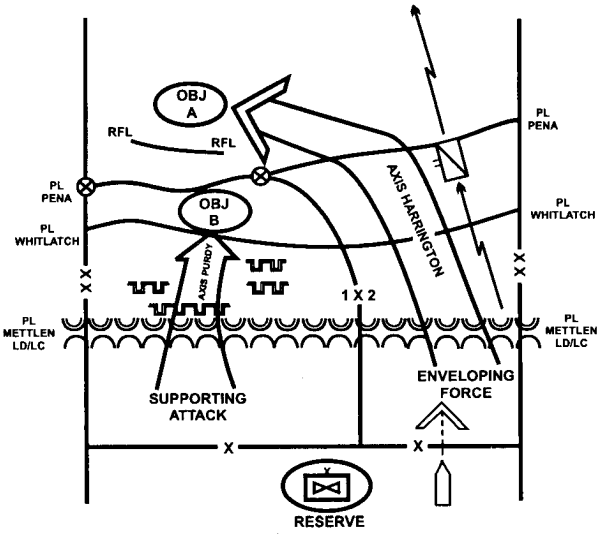


Figure 4–3. Division conducting an envelopment

of enveloping forces and deep attacks are essential to prevent the enemy's reserves from counterattacking or occupying prepared positions. Mobile security elements, scatterable mines, attack helicopters, air cavalry, and obstacles secure the flanks of enveloping forces. The division commander uses aviation, airborne, air assault, armor, and mechanized units to envelop.

Fire support during the envelopment is unrelenting. When within range, supporting fires are planned in detail; however, as the envelopment develops, fires may have to come from many places on the battlefield. The primary fire support may come from the supporting attack force or artillery attached directly to the enveloping force.

An envelopment involves minimum control measures. A zone of action, checkpoints, or an axis of advance clarify the division commander's scheme of maneuver. They also simplify movement and coordination among supporting units. An aerial envelopment also requires control measures (such as an air axis) and normally local air superiority, JSEAD, and suppressive fires.

A double envelopment normally consists of two enveloping forces and a supporting attack force. The division normally conducts a double envelopment only when there is very strong fire support or a very weak enemy. However, an initial envelopment of one flank may create conditions favorable to committing the division reserve around the other flank, resulting in a division double envelopment. To execute this type of maneuver, the amount of combat power required for two enveloping forces, a supporting attack force, and the reserve will tax the division.

Turning Movement

The division participates in a turning movement as part of a larger force. The turning movement normally is not directed at destroying the enemy. Rather its purpose is to secure vital areas deep in the hostile rear that will prevent an enemy's escape or reinforcement. It is used when an opportunity exists to secure decisive terrain in the enemy's rear causing the enemy to abandon his prepared defenses. If the enemy occupies a strong defensive position, the turning movement offers a means to fight on ground more favorable to the attacker.

A turning movement normally uses two forces—turning and fixing. Each force will operate beyond the other's mutual support, so each will require sufficient organic combat power and mobility.

Penetration

Commanders use penetration when enemy flanks are not assailable. The division masses its combat power, normally at a single point, to overwhelm the enemy. The division ruptures the enemy's defense, holds the rupture open, and allows additional division forces to continue the attack through the rupture. (Figure 4-4.) Because penetration attacks into the strength of an established defense, it may be costly in casualties.

Divisions plan and execute a penetration in three stages: 1) rupture the enemy's defensive position, 2) widen the gap, and 3) overrun or secure objectives that will destroy the continuity of the enemy's defense. If the penetration is successful, the division moves immediately into a planned exploitation.

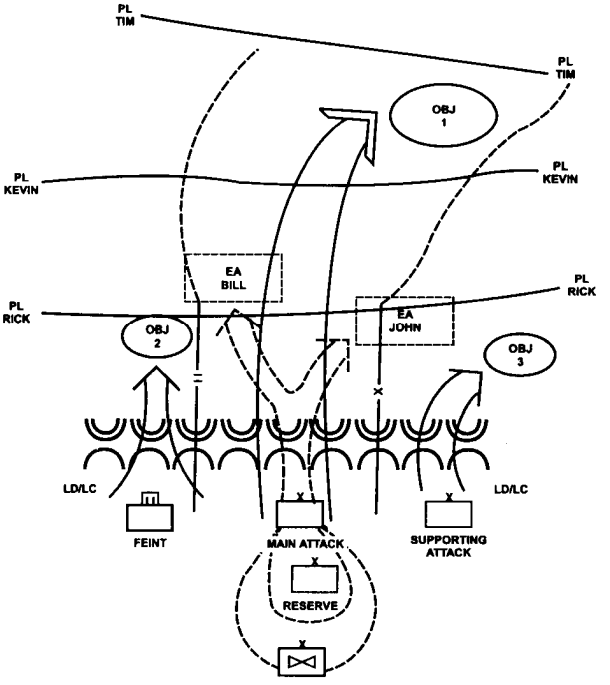


Figure 4–4. Division conducting a penetration

Follow and support forces continue to widen the rupture, clear enemy in the zone, and secure the flanks of the main attack.

Frontal Attack

A division frontal attack is the least desirable form of maneuver. It is used to overrun, destroy, or capture a weaker enemy in position or to fix an enemy force in position. A frontal attack may be appropriate, however, when attacking through an enemy's security area to destroy forces and secure lines of communication.

The division frontal attack strikes the enemy across a wide area within the zone of action. The frontal attack is only favored against a weak or disorganized enemy when the situation is not fully developed, when the attacker has overwhelming combat power, when the time and situation require immediate reaction to enemy action, or when the mission is to fix the enemy in position, deceive him, or assist the main attack. Frontal attacks squander combat power. Unless the attacker has overwhelming strength, frontal attacks are seldom decisive and are costly in resources and casualties. Consequently, the division rarely uses this form of maneuver against prepared enemy defense.

Infiltration

Infiltration is the covert movement of all or part of the attacking force through enemy lines to an objective in the enemy's rear. The division assigns this form of maneuver to forces to support other maneuvers. Divisions themselves seldom infiltrate. An infiltration is a slow operation and requires stealth. Infantry or cavalry company/troop or battalion/squadron units are best suited for infiltration operations. However, small armor or mechanized units may also infiltrate taking advantage of faulty enemy dispositions, gaps created in obstacles, and diversionary attacks.

Organization of Battles

We view tactical offensive battles as operations in depth that consist of three interrelated parts-one battle consisting of three interdependent operations. These are—

- Deep operations.
- Close operations, which include reconnaissance and security actions, main effort, and reserve actions.
- Rear operations.

In divisions, all are equally important. It is the simultaneous application of combat power within deep, close, and rear operations and the division commander's ability to protect his forces that bring victory in division battles.

Deep Operations

The division commander thinks and fights in depth. He visualizes the requirements of both today's and tomorrow's engagements. He uses deep operations to destroy, delay, disrupt, or divert critical enemy elements not currently engaged in the close fight. Specifically, he attacks key enemy functional nodes such as command posts, logistics sites, and air defenses to create vulnerabilities that his division can exploit. Deep operations attack high-payoff targets such as enemy artillery, enemy maneuver forces, air defense artillery, air forces, and enemy sustainment units whose destruction will contribute directly to the success of the division's offensive operation. All divisions execute deep operations as part of division battles. As the close fight moves forward, the division refocuses its deep operations on appropriate targets.

Deep attacks may be completely decisive by themselves or secure advantages for the division commander in his current and future engagements. That is, the division commander often takes action during today's fight (given available resources) that will significantly affect tomorrow's fight.

To ensure unity of effort, the division coordinates its deep operation with corps or joint force deep operations. Normally, these operations complement each other. Forward boundaries usually separate the corps or joint force's deep operational area from that of the divisions. In some circumstances, phase lines may reduce the complexities of deep operations. These operations have many moving parts; their synchronization is vital to overall success. Divisions strike deep (after obtaining needed intelligence) with a combination of organic and supporting artillery, attack helicopters, infantry task-organized to conduct air assault operations, air interdiction, armored and mechanized maneuver forces,

supporting joint fires, and EW. Chapter 2 of this manual, FM 71-100-1, and FM 71-100-2 have more on division deep operations.

Close Operations

A division's close offensive operations normally secure the friendly force, find the enemy and develop the situation through reconnaissance, attack to fix enemy forces adjacent to our main effort, envelop or penetrate in the main attack sector, and exploit and then pursue enemy forces.

Reconnaissance locates the enemy and provides information on terrain. The division relies on the complementary capabilities of organic and supporting reconnaissance assets. Technical reconnaissance yields low-risk, multispectral, large-area intelligence information. Ground and air reconnaissance provides "eyes on" intelligence information. Ground and air reconnaissance units make contact with the enemy, develop the situation, and orient the movement of maneuver friendly forces to exploit weaknesses in the enemy's defenses. The division uses cavalry, Army aviation, maneuver units, UAVs, scouts, electronic means, and other assets in reconnaissance roles. Additionally, the division accesses EAD systems for intelligence information.

In the offense, as in all operations, the division commander *secures* his force. Surveillance, fires (lethal and nonlethal), OPSEC, the effective use of obstacles, as well as security forces protect the division. Assets employed for reconnaissance may also be employed in security roles.

Security in the offense prevents unexpected enemy force interference with our attacking formation. Division security forces orient their movement on the division's main body. Frequently, however, the best security is the violence and speed of the attack itself. It keeps the enemy so involved that he has neither the time nor means to endanger the attack's success. The retention of a reserve provides the commander flexibility but also enhances his security. (Appendix A discusses reconnaissance and security.)

In close operations, the division normally establishes a main effort, a *main attack,* and supporting attacks. The main effort achieves a critical task at a decisive point in the division commander's concept of operations. It is assigned to only one unit at a time. However, as battles ebb and flow, the main effort may occasionally shift from one unit to another. All other elements, including those assigned secondary efforts, support the unit that is assigned the main effort.

The *main attack* is the principal attack into which the commander throws the full weight of his offensive power. The main attack seizes the division's principal objective or destroys a designated force which will significantly contribute to the enemy's defeat. The attack's momentum is maintained until the mission is accomplished. Mass concentrations of fires, coupled with rapid, violent, and bold advances supported by dedicated CS and CSS, characterize the main attack. Subordinate and supporting commanders focus on the main attack to link their actions to the actions of those around them. This part of the commander's concept permits initiative but maintains cohesion. Except during extraordinary times in a battle (air assaults, airborne assaults, and deep aviation attacks), the main attack will be the division commander's main effort.

Enemy actions, minor changes in the situation, or lack of success of other elements should not divert forces from the main attack once it is launched. The approval to bypass enemy units, however, rests with the next higher commander. Bypass criteria is normally included in the division's OPLAN or OPORD. Once bypass is approved, forces are left in contact with the bypassed enemy and reports sent to adjacent and follow and support units. (See page 4-9 for follow and support actions.)

Supporting attacks assist the success of the main attack. Supporting attacks seize key terrain, fix the enemy in position, prevent enemy disengagement, deceive the enemy on the location of the main attack, and force commitment of enemy reserves early or at an indecisive point. Supporting attacks can be deliberate, hasty, or limited objective. They can be feints or demonstrations. Units conducting these attacks have fewer resources than units conducting the main attack. Fire support, however, is essential for a supporting attack's success.

Reserve forces provide the division commander a hedge against uncertainty and are best used to exploit success. They are used to expedite victory, not merely to blunt enemy penetrations. Division commanders maintain the momentum of the attack with their reserves. Reserves can provide security,

weight the main effort, exploit opportunities, regain the initiative, and defeat enemy counterattacks. Reserves are not a committed force until committed by the division commander. For planning purposes, the reserve is assigned "be prepared missions."

Dispersal of the reserve into multiple assembly areas or march columns reduces vulnerability to attack. The reserve is located—

- To permit rapid movement to points of probable employment.
- To support the main attack or to exploit supporting attack success.
- To provide additional security to the attack formation.

The commitment and size of the reserve is a commander's decision, based on the most accurate information available. The size, although determined by METT-T factors, generally increases with the amount of uncertainty.

Rear Operations

Division rear operations in the offense help provide the commander and committed forces freedom of action. They enhance the commander's ability to influence the close fight. Rear operations consist of terrain management, security, movement, and sustainment. Rear units anticipate critical requirements and prepare to secure and move (push) sustainment packages forward. The division rear CP and the DISCOM monitor attacking brigades and redirect the priority of CS and CSS to support changes to the division main effort. Division rear operations are discussed in Chapter 2 and detailed in Appendix E.

Additional Considerations

Sequence of Attack

When preparing for an attack, the division commander determines how he will attack through his zone in each phase of the operation and how he must stage his units through forward assembly areas to the objective. The normal attack sequence requires divisions—

- To move from rear to forward assembly areas (or from staging areas to tactical assembly areas).
- To deploy and initiate their attacks either through defending friendly units or through earlier committed divisions.
- To fight through their own zones between the line of departure (LD) and their objective area.

Approach March

Commanders conduct approach marches when they are relatively certain that enemy locations are some distance from their approaching friendly force. By using detection systems to determine the enemy's location, disposition, and capabilities, they avoid committing large formations to gain details on every location and disposition.

Follow and Support

Follow and support is not a form of the offense but rather a mission. Follow and support units relieve elements of the exploiting force left to block or contain enemy forces, or continue the mission of the exploiting force. Commanders of follow and support units and the exploiting force maintain close liaison. Elements of the follow and support unit may even be attached to the exploiting force. Follow and support force tasks include—

- Destroy bypassed units.
- Relieve units halted to contain enemy forces.
- Block enemy reinforcements.
- Secure lines of communications, or key areas.
- Secure prisoners of war and refugees.

The entire division may be assigned a follow and support mission in a corps or joint force offensive operation. Division may also assign follow and support missions to its brigades as part of the division's offense. Note that the follow and support force is not a reserve. It is a committed force that is provided the appropriate amount of combat, CS, and CSS forces to perform its mission.

Follow and Assume

Follow and assume, like follow and support, is not a form of the offense. A follow and assume force is also a committed force. It plans and prepares to take over the complete mission of the force it is following. This mission is common in offensive

operations. A follow and assume force often follows the main attack.

Contingency Plans

The division staff prepares contingency plans that allow the division to shift from one type of offensive operation or from one form of maneuver to another with minimal delay. These are called branches to the current operations. The division staff also develops sequels, the next major division operation. Plans are refined as intelligence confirms or denies the location and composition of defending enemy units. This information could require modifying the task organization and combat, CS, and CSS priorities.

Deception

Division deception activities support a higher headquarters' deception operations. Division actions are designed to mislead an enemy commander, prompting him to plan and conduct his activities in a manner that serves the division commander's objectives. The division's deception story and plan are coordinated with higher-level deception plans to ensure unity of effort. Techniques such as feints, demonstrations, displays, and ruses, combined with a variety of deception means and measures (camouflage, decoys, smoke, electronic means), are synchronized to portray a deceptive picture. Deception allows the division to surprise an enemy on the timing, location, and strength of the pending attack. A good deception story reinforces the enemy commander's perceptions about the disposition and intentions of the division.

Support of Brigades

The division resources the close fight around its brigades. Attacking brigade commanders normally fight their battalions, which use direct and indirect fires and maneuver against the defending enemy. Attack helicopters, combat engineers, electronic combat, air defense weapons, field artillery units, and joint fires support maneuver battalions in destroying enemy units. The division provides additional combat, CS, and CSS assets to brigades where needed. The main effort most often receives additional tactical units, engineers, air defense, CSS, reinforcing artillery fires, and joint fires. The division ensures that every available resource supports the main effort.

The division commander does not limit his attacks to the vicinity of the FLOT. He supports the main effort brigade throughout the depth of the battlefield. He uses fires and supporting maneuvers that reach deep into the enemy's zone of action and strike vulnerable, high-payoff targets or engage uncommitted enemy forces.

PLANNING CONSIDERATIONS

The corps or joint force commander assigns the division offensive missions in broad terms that leave the division commander the greatest possible freedom of action. The division commander plans for the synchronization of all combat, CS, and CSS units to close with and destroy the enemy and exploit his successes with additional forces and fires. As necessary, he adjusts the direction of the attack.

The division launches its attack from either an assembly area, a lodgment, or an assigned defensive sector, or from the march. All require a concerted planning effort. When attacking from an assembly area, the commander considers—

- Movement times.
- Road networks.
- March orders (sequencing).
- Passage of lines.

Attacking from an occupied defensive sector may require the division to thin its forces from forward positions to mass attack formations. If this cannot be done, division units move directly from their defensive positions into the attack. Attacking from a march formation requires a responsive and flexible command and control system to respond rapidly and aggressively through battle drills without losing division momentum.

Intelligence

All IEW collection means gather detailed information that provides the basis for sound offensive plans. The MI battalion's effort is to gain real-time information on the location, identification, size, and composition of enemy units, and to disseminate intelligence rapidly to maneuver and fire support

units. Priority intelligence collection focuses on enemy units most likely to influence the division main effort. The division commander is particularly concerned with the location of uncommitted enemy forces and enemy air defense units, command posts, artillery, mortars, and rocket forces. The division commander weights his main attack with appropriate intelligence support.

Maneuver

Application of Maneuver Forces

The division's maneuver forces are generally infantry, armored, or aviation. Light or dismounted infantry forces can defend rugged, restricted terrain and conduct infiltration attacks to secure key objectives that block enemy counterattacking forces. Infantry forces are effective in built-up areas, mountains, and thickly wooded or jungle environments. Their ability to air assault provides division or corps commanders a rapidly deployable force to seize initiative on battlefields.

On the other hand, armored and mechanized forces concentrate their lethality, survivability, ground mobility, speed, and offensive shock effects to defeat or destroy enemy forces. Armored and mechanized units are particularly effective in conducting mobile combat against enemy armored forces in open terrain.

Finally, the division's aviation forces conduct the full range of combat, CS, and CSS operations. Aviation units are especially skilled in conducting attacks, air assaults, reconnaissance, and security operations.

Army Aviation

Attack helicopters are most effective at night against exposed threat forces on the move, and least effective against threat forces in prepared defensive positions. In offensive operations, aviation units are normally integrated into the scheme of maneuver and given missions similar to those of other maneuver units. Attack helicopter units are also used as deep attack assets, security forces, or the division's reserve.

As the offensive operation transitions to the exploitation and pursuit, Army aviation becomes extremely effective. As the enemy evacuates his defensive positions and displaces to his rear, his unprotected unit formations are ideal for helicopter attacks. During the exploitation and pursuit, the aviation brigade attacks through or around penetrations to envelop and destroy enemy forces. Detailed planning is necessary to effectively synchronize ground force elements with aviation assets.

Cavalry

During offensive operations, the division's cavalry squadron normally performs reconnaissance or security operations. (See Appendix A.) The cavalry squadron conducts area, zone, route, and reconnaissance in force operations. Additionally, the squadron makes initial contact with enemy forces, develops the situation, and can direct attacking maneuver brigades to the optimal point of attack. The cavalry squadron also conducts security missions to protect the force and to prevent premature deployment of uncommitted brigades. The squadron can control terrain, delay or destroy enemy forces, or be used in an economy of force role. The squadron is normally under division control during offensive operations.

Fire Support

Artillery

The division artillery commander organizes supporting artillery for combat after considering requirements for—

- Counterfire.
- Direct support.
- Covering fires.
- Preparatory fires
- Interdiction (deep fires),
- Suppression of enemy air defenses (SEAD).

The artillery task organization and fire support plan provide the capability to rapidly shift fires during the attack. The fire support plan is designed to isolate, suppress, and destroy enemy units. It lays out how the maneuver commander intends to integrate all tire support, both lethal and nonlethal, into his operation.

Combat Air

Air support to the division during offensive operations consists of CAS, AI, tactical surveillance and reconnaissance, and tactical airlift. Indirectly, the theater air forces support division operations through their counterair campaigns. These campaigns attain air superiority and protect ground forces and their freedom to maneuver.

CAS and AI support are integrated and synchronized with the division's organic and attached fire support assets. The fire support element, along with the TACP, plans for the use of joint air support. CAS and AI are included in the commander's fire support plan.

During offensive operations, the main attack receives priority of fires. If the division is conducting the corps main effort, CAS sorties normally are distributed to the division for planning. Corps and EAC commanders appropriately prioritize division AI target nominations or mission-type air requests. CAS sorties normally go to the maneuver brigade making the main attack. Follow and support, reserve, and supporting attack brigades must be prepared to accept and employ CAS sorties if they become the division's main effort. The division commander retains some CAS sorties to influence the battle at decisive times.

CAS and AI should be planned against enemy forces whose destruction or delay would have the greatest potential to unhinge the enemy commander's plan or operational tempo. Priority targets for CAS and AI are high-payoff targets identified throughout the targeting process. AI can add depth and shape the battlefield. It can help isolate the battle by interdicting avenues of approach and lines of communication that lead to the division's axis of advance and objectives.

The division fire support system and the A^2C^2 element coordinate JSEAD airspace coordination areas, ingress and egress routes, and other airspace requirements to deliver aerial and surface-delivered fires simultaneously into a given engagement area or target area.

Mobility and Survivability

Engineers

The division engineer receives guidance and priorities for the engineer effort from the commander. The division engineer is important in developing the division's scheme of maneuver. He consults with the G3, FSO, ADA officer, ALO, PM, chemical officer, aviation officer, G2, and G4 to plan engineer support. The division engineer plans and coordinates mobility, countermobility, and survivability tasks to support the offensive mission. He is the link between engineer planning at corps and division and the execution of engineer tasks throughout the division's AO. In offensive operations, priority of engineer support is to mobility missions. Engineer assets are task-organized with maneuver units to breach obstacles, maintain forward momentum, and ensure routes are open for logistics support.

In the offense, corps engineers usually augment the division. The main attack is weighted with engineer capabilities. Lead brigades normally receive at least one battalion of combat engineers for mobility support. Countermobility planning includes the coordination of family of scatterable mines (FASCAM) employment between the division FSE, engineer, G2, and G3. In the offense, FASCAM blocks potential flank avenues of approach, fixes enemy counterattack forces, and closes enemy retreat routes. Although survivability missions have lower priority during the offense, survivability becomes important during operational pauses and consolidation objectives.

Chemical

In the offense, chemical companies perform chemical reconnaissance, decontamination, and smoke operations to support the division. Airborne and air assault divisions have only decon and smoke platoons. On receipt of the division warning order, the chemical company commander coordinates with the division chemical officer to effect task organization and obtain appropriate augmentation from corps.

Chemical reconnaissance units locate areas free of persistent contamination. They are positioned based on the IPB process. When collocated with the division's security forces, they are attached. They may conduct some independent operations.

The division chemical officer recommends general decontamination sites to the chemical company commander. The commander refines these locations based on a physical reconnaissance and METT-T and requests they be approved and

published to the division. Once he receives final approval, the commander moves his decontamination platoon to establish these sites in accordance with unit SOPs and OPLANs. Normally, the priority for decontamination is to maneuver elements of the division's main attack.

The smoke platoon's preparation for offensive operations begins with a reconnaissance of its area of employment (if possible). Smoke is positioned based on the IPB process to counter the enemy's secure systems or to support camouflage, cover, and deception operations.

Once elements of the chemical company are deployed, the company commander locates where he can best monitor operations and reorient and reorganize chemical assets as needed.

Air Defense

Air defense priorities ensure effective and continuous ADA support for offensive operations. The ADA battalion commander and the division G3 develop and recommend priorities to the commander. Priority of protection is normally to maneuver forces and forward combat support units to sustain the offense.

The G3, with the division ADA battalion commander, coordinates and directs the relationships between air defense units and other units. These relationships will be either command or support. However, the ADA commander retains sufficient control of ADA assets to react to rapid changes in the division's scheme of maneuver.

Combat Service Support

Sustainment

During offensive operations, CSS maintains the momentum of the attack. In the attack, CSS units are positioned forward to weight the main attack and sustain all attacking units. Support emphasizes classes III and V resupply; maintenance of weapon systems; and medical evacuation, casualty, and replacement operations. During exploitations and pursuits, the division commander pays particular attention to his CSS and resupply routes. These routes must be adequate and secured to support sustainment operations over extended distances. (Sustaining operations are discussed further in Appendix E.)

Military Police

The employment of MP units in the offense differs somewhat by type of division. Normally, in lighter divisions (light, airborne, and air assault), the MP companies provide GS to the command. The actual support relationship depends on the factors of METT-T and the amount of corps augmentation. In armored and mechanized divisions, MPs usually provide GS to the division rear area and DS to maneuver brigades. However, some operations require all MP platoons to be GS to the division as a whole. Priorities for MPs area function of METT-T and the commander's concept of operations. In the offensive, priorities are often battlefield circulation control, EPW and civilian internees, area security, and law and order operations.

Command and Control

Battle Command

The division commander and the command group position themselves well forward 'where they can see and sense the battle once it is joined. As a rule, they locate initially near the lead brigade of the main effort.

The ADC-M at the TAC CP stays in continuous communication with the division commander. The TAC CP ensures the commander's decisions are relayed and acted on by committed units. The main CP synchronizes the battle-deep, close, and rear. The rear CP is heavily committed to coordinating and facilitating the push of CSS forward to sustain the attack. Additionally, the rear CP maintains MSRs; evacuates casualties, equipment, and EPWs; reestablishes CSS bases forward; and conducts rear operations.

Signal

The division signal battalion commander plans, organizes, and positions the communications assets necessary for continuous and mobile command and control of division offensive operations. He coordinates with the corps signal brigade to ensure continuity of Army Common User System (ACUS), CNR, data distribution, and other signal operations. Signal units are proactive in offensive operations;

During Just Cause and Desert Storm, division commanders were extremely mobile and traveled with a few select staff members. Key members, either with the commanders or in a command post, included the chief of staff, the assistant division commander for maneuver, the G3, the FSCOORD/DIVARTY commander, the command sergeant major, and the aide-de-camp.

The assistant division commander for maneuver moved between the forward command post and the command group to keep the division commander informed of corps' guidance. The FSCOORD usually traveled with the commander or was always in close communications by radio.

All the commanders emphasized the importance of the aide-de-camp in combat. The aide got the commander to where he needed to be on the battlefield, kept the commander in communications with corps, monitored the division command net for the commander, and kept the TAC CP and the assistant division commander for maneuver posted on the face-to-face meetings with commanders.

that is, they develop detailed plans to support fast-moving division operations. They must rapidly displace to keep up with the division's communication needs. The signal battalion ensures uninterrupted frequency-modulated (FM) voice and digital data communications during offensive operations.

PREPARING FOR OPERATIONS

Transition To The Offense

If the division's defense (discussed in Chapter 5) is successful, the enemy reaches a culminating point within the main battle area (MBA). The combat power of the attacking enemy at the point of his attack no longer exceeds that of the friendly defender. The enemy attack flounders and he attempts to withdraw or transitions to a defense.

Time becomes critical. The division commander must already have a plan to attack quickly. He rapidly reorganizes and refits selected units, moves to attack positions, and attacks. His units are in positions known to the enemy and, unless moved, will be subject to the enemy's supporting fires. *Time* is also critical to the enemy. He uses this time to reorganize, establish a security zone, and dig in his defensive positions.

Unless the division has a large, uncommitted reserve prepared to quickly exploit the situation, the commander must reset its defense as well as maintain contact with the enemy. At the same time, the commander must move forces to prepare for his attack, or conduct a frontal attack with units in contact (normally the least favorable course of action). Successful friendly force commanders must think through this transition period and have a plan to execute.

The division's higher headquarters normally dictates the time of the attack. If the division commander is free to choose the time, he must consider the time required to reconnoiter the terrain and gather additional information about the enemy, if needed. He must also consider the time required by subordinate units to prepare. Time is critical. Time used to prepare the division to attack is time provided the enemy to prepare to defend or even to attack the division.

Offensive Formations

Divisions attack the enemy at the location offering the greatest likelihood of success. Attacks are aimed at weak points in the enemy defense. If no weak point can be found, the division must create one with fire, maneuver, or deception.

Divisions normally deploy in a standard formation for an attack. Traditional formations are a *column of* brigades, a *box* of brigades, a *line* of brigades, a "*V*" formation, a *wedge* formation, or brigades in *echelon.* Division commanders prescribe initial formations and designate the division unit's march order. Initial dispositions usually change in the course of an attack, however, as forces are committed and plans modified.

The column of brigades is used in narrow or restrictive zones and against deep objectives. The column of brigades provides great depth, flexibility,

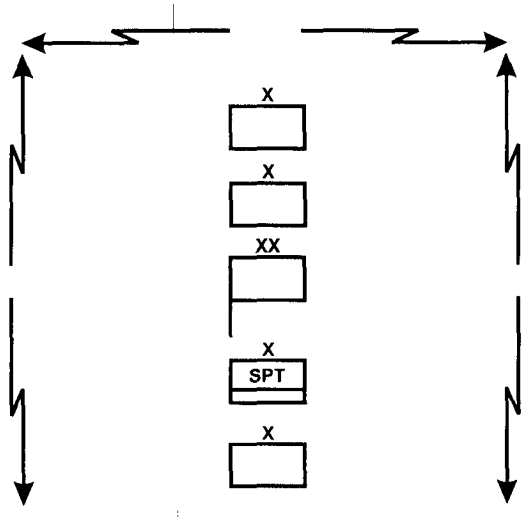


Figure 4–5. Column of brigades

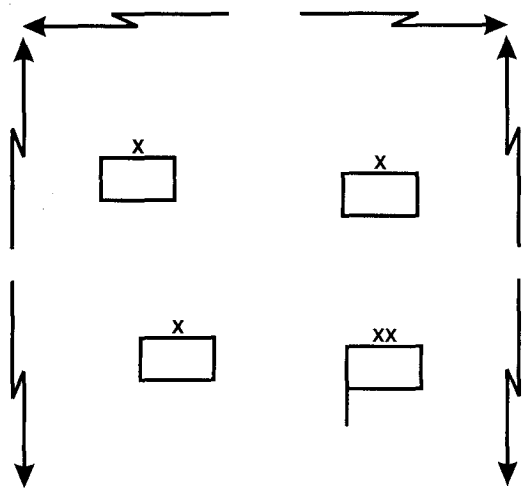
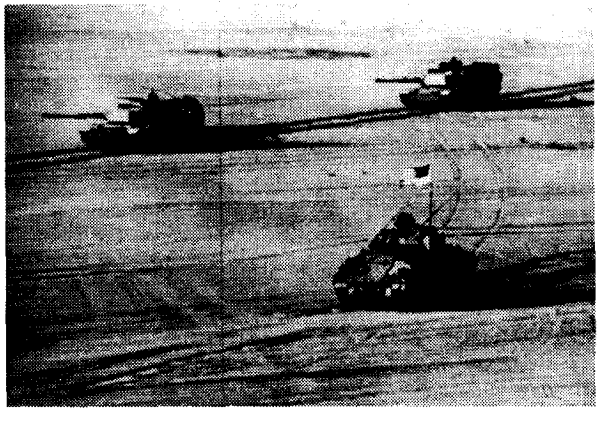


Figure 4–6. Brigades in box formation

and ease of control. Although the column does not require the battalions of the brigades to march on a single route or to move on a single avenue, it provides poor initial combat power to the front and is easily interdicted. Additionally, deployment of brigades from the second and third positions in the column is time-consuming and normally involves passage through the division artillery. Bringing the trail brigade abreast of the leading brigade when brigades are in column takes several hours even if the division is moving on multiple parallel routes. (See Figure 4-5.)



In the course of an attack, the initial formation and unit march order may change as forces are committed and plans modified.

The box formation puts additional combat power to the front while providing a high degree of flank security. This formation is very flexible and allows the commander to quickly commit combat power in any direction. (See Figure 4-6.)

The line of brigades is useful in wide zones, against accurately located resistance, or in frontal attacks against shallow objectives. This formation permits divisions to put two brigades on line and to withhold one as a reserve, or to deploy all three brigades on line. The line formation exploits available avenues, puts combat power to the front, and is fairly secure and flexible when one brigade is withheld. However, it provides poor flank security when all brigades are committed on line. Additionally, this formation is difficult to reorient. (See Figure 4-7, page 4-16.)

The "V" formation disposes the unit with two elements abreast and one or more trailing. This arrangement is most suitable to advance against a threat known to be to the front. It may be used when enemy contact is expected and the location and disposition of the enemy are known. Movement techniques are the same as previously discussed. (See Figure 4-8, page 4-16.)

The wedge best disposes the unit to attack an enemy appearing to the front and flanks. The wedge is used when enemy contact is possible or expected, but the location and disposition of the enemy are

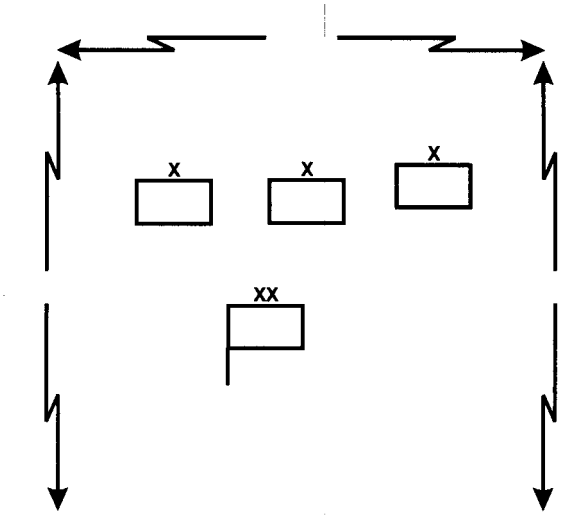


Figure 4–7. Line of brigades

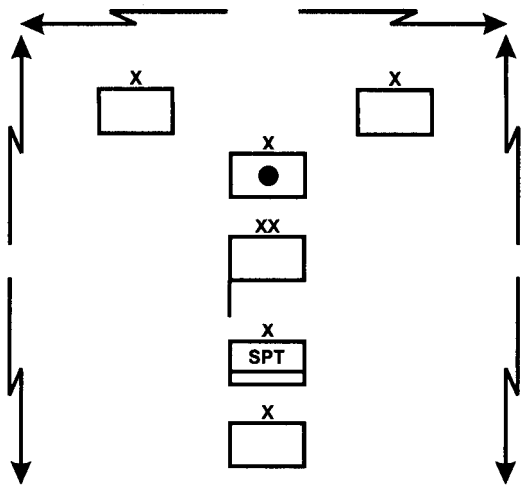


Figure 4–8. V formation

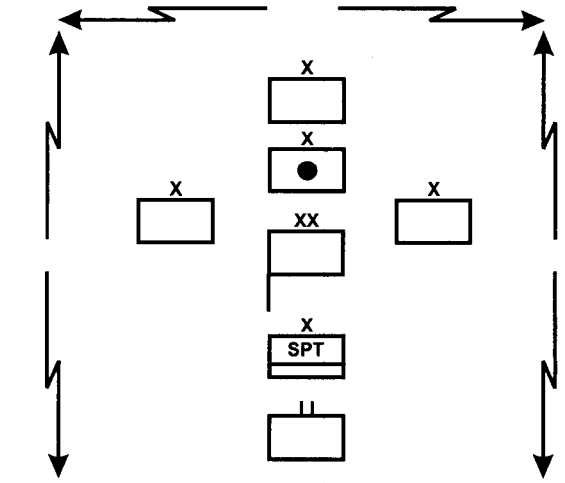


Figure 4–9. Wedge formation

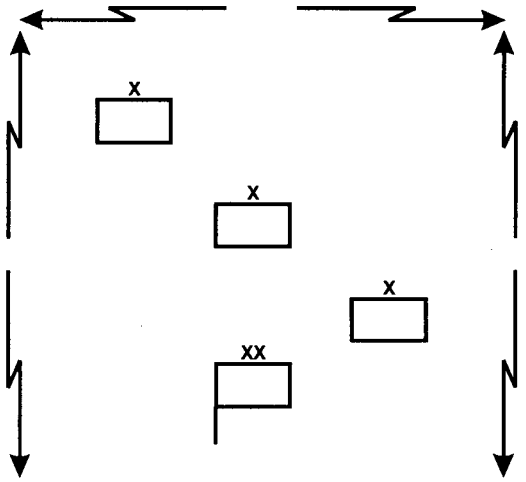


Figure 4–10. Echelon of brigades, three abreast

vague. It is the preferred formation for a movement to contact as it initiates contact with the smallest element. When enemy contact is not expected, the wedge may be used to rapidly cross open terrain. Within the wedge, subordinate units employ the formation best suited to the terrain, visibility, and likelihood of contact, or directed by the senior commander. (See Figure 4-9.)

Brigades are in echelon when advancing in a wide zone, when a flank threat exists, or when the division commander plans to envelop a known enemy force in the objective area. The echelon formation provides good flank security and depth but limits flexibility. Brigades in echelon are slow in developing combat power to the front. (See Figure 4-10.)

Enemy resistance, maneuver space and avenues of approach in the zone, road net, weather, and time available all affect the choice of attack formations. Figure 4-11, page 4-17, summarizes these factors.

COLUMN OF BRIGADES	BOX FORMATION	V FORMATIONS	WEDGE FORMATIONS	ECHELON OF BRIGADES
• Deep objectives • Vague enemy information • Restrictive terrain • Light, disorganized enemy resistance • Relatively narrow zone of action • Relatively easy to control	• Shallow objectives strongly held by enemy forces • Enemy dispositions well known • Multiple routes of advance available • Presence of four or more maneuver brigades • Secure flanks	• Less easy to reorient than the wedge • Very difficult to control in restricted terrain • Maximum firepower forward • Good firepower to the flanks, but less than provided with the wedge • Facilitates continuation of maneuver after contact is made and rapid transition to the assault • Can be quickly changed to the line, wedge, or column • Requires sufficient space for dispersal laterally and in depth	• Facilitates control; orientation can be rapidly changed • Maximum firepower forward and good firepower to the flanks • Can be quickly changed to the line, V, echelon, or column • Difficult to control in restricted terrain or poor visibility • Requires sufficient space to disperse subordinate units laterally and in-depth • Allows the unit to make contact with one element while retaining the remainder in position to maneuver • Initiates contact with the smallest elements	• Exposed flank • Limited time available for deployment • Requirement for security in-depth
	LINE FORMATION • Little or no requirement for a reserve • Relatively wide zone of action • Relatively difficult to control			

Figure 4–11. Factors favoring types of formations

DIVISION AS AN OFFENSIVE COVERING FORCE

The division may be assigned a covering force mission for a corps or JTF headquarters. The covering force develops the situation early, provides security for the main body, and prevents unnecessary delay of the main body.

To cover the corps' entire zone of action, the division operates on a broad front and requires a well-prepared, coordinated OPLAN. The covering force requires control measures that synchronize actions of the covering force with the movement of the remaining corps or joint force. These measures may include checkpoints or phase lines; boundaries between brigades; and coordinated use of radio, aircraft, and ground messenger communications. The division advances with most of its maneuver battalions forward. Engineers, air defense artillery, and field artillery are often attached to brigades.

Covering force actions are characterized by maintaining speed and aggressiveness, developing situations rapidly with strength, committing reserves to eliminate enemy resistance, and keeping the enemy off balance. The division concentrates its attention against enemy forces of sufficient size to threaten the movement of the main body while bypassing and reporting minor resistance. Every action is directed toward ensuring the uninterrupted movement of the main force.

CHAPTER 5

DEFENSIVE OPERATIONS

This chapter discusses how Army divisions defeat an attacking enemy through defense. Without a compelling reason to defend, however, Army divisions continue the attack. The defense is a temporary state that permits the division to survive an enemy attack, halt the enemy, and create conditions for offensive operations.

As part of a corps or joint force, divisions perform multiple operations. They could be required to simultaneously attack, defend, or delay as part of the higher organization's security, main battle force, or reserve force. Defensive operations are normally conducted with the immediate purpose of causing an enemy attack to fail. A force may also defend because it is unable, to continue the attack. Division defensive operations may also achieve one or more of the following: gain time, concentrate forces elsewhere, wear down enemy forces before offensive operations, or retain tactical, strategic, or political objectives.

SIMULTANEOUS OPERATIONS IN DEPTH

The division conducts simultaneous operations in the defense to eliminate the enemy's will to fight, to defeat his capability to fight, and to protect friendly forces. Defensive operations prevent the enemy from gaining momentum in his attacks and eliminate his freedom of maneuver. Simultaneity and precision fires set the conditions for decisive defensive battles.

Through modern technologies, the division commander can compress and control the battlefield. Target acquisition improvements help him to predict enemy intentions and apply the division's combat power to quickly defeat an enemy at the time and place he chooses. Enhanced acquisition and information, combined with technological advancements such as longer-range delivery and Army and joint precision fires, allow the commander to mass the effects of his combat power throughout the battlefield.

The division commander's concept for simultaneous operations may include—

- Electronic warfare and cannon fires to blind or destroy the enemy's forward reconnaissance and surveillance capabilities.
- Rocket and missile fires to destroy enemy command, control, communications, and intelligence (C^3I) facilities, which are located and continuously tracked with intelligence assets.
- Electronic warfare and indirect fire systems (Army and joint) to fire on enemy C^3I facilities and deny the enemy commander the means to effectively recover, synchronize, and concentrate his combat power.
- Attack helicopter battalions to destroy selected enemy units throughout the enemy's depth.
- Planned exploitation to strike at the enemy's weaknesses:

FORMS OF THE DEFENSE

There are two general forms of defensive operations— *mobile defense* and *area defense.* The commander articulates terms for the form of defense

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FORMS OF THE DEFENSE 5-1
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within his concept of operation. Staffs must be in consonance with the commander as they develop the scheme of maneuver, specifically paragraph three, execution. They must also ensure that subordinate unit missions and tasks support the commander's intent and the scheme of maneuver.

Mobile Defense

The mobile defense orients on the destruction of the enemy force. Generally, the division commander resorts to a mobile defense when—

- Friendly forces are insufficient to adequately defend the AO.
- He possesses sufficient mobile forces to create a striking force.
- The defense orients on the destruction of the enemy force versus the retention of terrain.

The mobile defense combines fire and maneuver, offense, defense, and delay to defeat the enemy attack and destroy the enemy force. The commander may "shape" the battlefield through a fixing force using strongpoints, delays, or defenses in sector. Such actions deny terrain to the enemy in one area while creating an illusion of success in another area. This may entice the enemy to attack in a direction of the commander's choosing.

In a mobile defense, the mobility of the striking force is equal to or greater than that of the attacker. Minimum force is committed to the fixing force; maximum combat power is given to the striking force making the decisive attack. The commander's visualization of the battlefield includes a decisive point—the place he sees as the most advantageous to allow the enemy to proceed in order for the striking force to destroy the force. The enemy's initiative must create a vulnerability, such as exposing a flank to the striking force. The striking force engages and destroys the enemy as he is trying to overcome that part of the force with minimum defenses.

The main effort in the mobile defense is the striking force. Other considerations might include the forward displacement of fire support assets when the striking force attacks, the ability of the defending force to provide fire support to the striking force to mass tires, and the fact that the targets of the striking force may be beyond artillery range.

Although the mobile defense normally orients on destroying the enemy force, it may also keep the enemy from achieving his objectives. Further, it may be used as a "shield of protection" to strengthen the entire defense or to buy time for the defending forces.

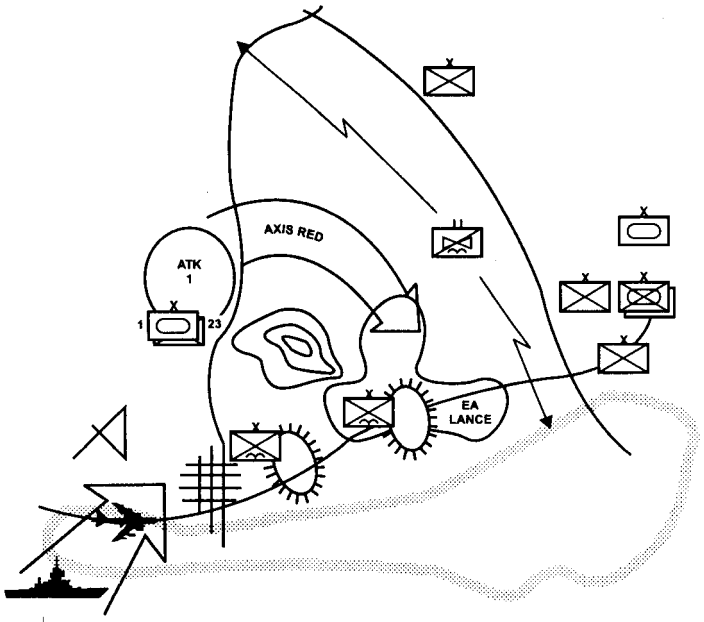


Figure 5–1. Mobile defense

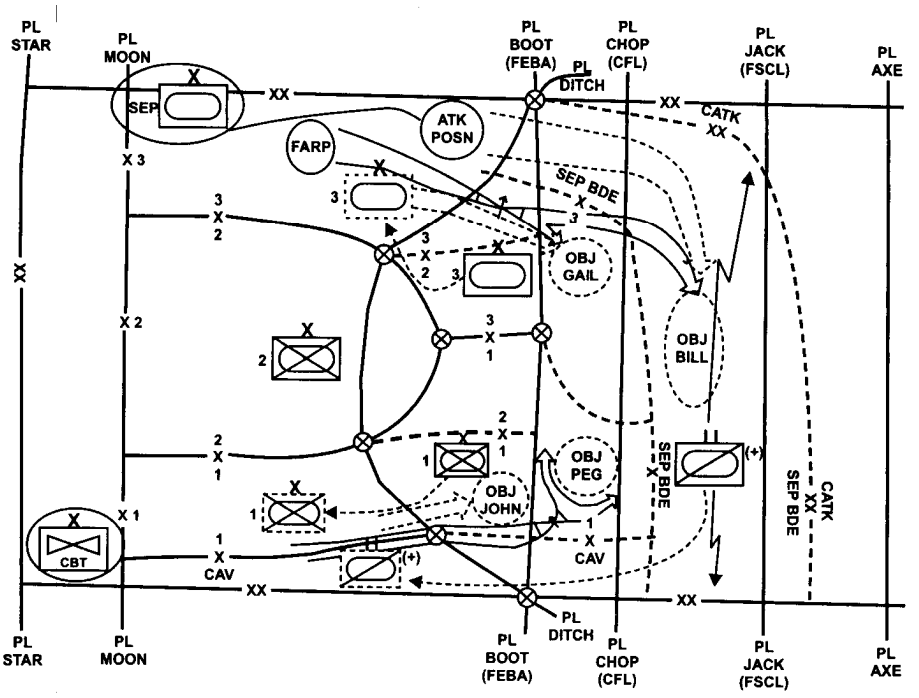


Figure 5–2. Area defense

Since the striking force is key to the commander's scheme of maneuver, the mobile defense may fail without its commitment. It is not a reserve since it is deployed on a specific mission and is not available for commitment elsewhere. The mobile defense normally has a reserve independent from the striking force.

The echelon that executes the mobile defense retains command of the striking force. A division may be used as a corps striking force or it may task-organize its own striking force within its AO. The division staff must synchronize the activities in time and space to ensure the striking force arrives at the right time and place with the right force.

The commander conducting a mobile defense may commit his reserve to assist the defending units in shaping the battlefield. When committed, the reserve normally becomes the main effort until the striking force is committed. At this time, the main effort reverts to the striking force, its only mission being to deliver the decisive blow to the enemy force.

Accepting risk is inherent in a mobile defense because the division retains the bulk of its combat power in the striking force. Risks to the division are twofold. First, the forces defending possess only sufficient combat power to shape the penetration, not defeat the enemy. The commander determines what unfavorable force ratio he will accept in the defending or delaying sector (prior to commitment of the striking force). Second, the enemy may not see the battlefield as planned. He may not be lured or maneuvered into the defending commander's intended area, which may preclude use of the striking force. Both situations require contingency plans. Figure 5-1 shows mobile defense.

Area Defense

The area defense focuses on denying the enemy access to designated terrain or facilities for a specified time, rather than on destroying the enemy. The division normally conducts an area defense in depth. (See Figure 5-2.) However, where ground cannot be easily surrendered or when enemy forces are weak and disorganized, the commander may use a forward defense, in which there is little depth. A perimeter defense is another type of area defense. In a perimeter defense, a commander defends in all directions and maintains the integrity of his area.

The area defense is normally organized around static defensive positions in depth, seeking to destroy the enemy forces with interlocking fires. The division commander normally positions his forces

in sectors or battalion battle positions on suitable terrain with a specific orientation of fires. He uses local counterattacks against enemy units penetrating between defensive positions.

Occasionally, the commander may direct the construction of a strongpoint (company, battalion, or brigade in size). A strongpoint is a key point in a defensive position that is usually heavily armed and strongly fortified, around which other positions are grouped for protection.

Subordinate commanders usually exercise more autonomy in the area defense than in the mobile defense. They fight engagements within their sectors while the division commander retains a reserve to commit where needed.

ORGANIZATION OF BATTLES AND ENGAGEMENTS

All defenses use terrain, depth, and mutual supporting fires as force multipliers. Proper use of terrain helps mass combat power at decisive points, influences the tempo of enemy attacks, and provides cover and concealment to the defender. Depth provides operational flexibility and dispersion. It also reduces the defender's risk. Mutual support integrates the fires and maneuver of the total force and focuses combat power at decisive points to defeat enemy forces.

Division defensive battles are generally organized into three interrelated but equally important operations. These are—

- Deep operations.
- Close operations, consisting of reconnaissance and security actions, main effort, and reserve actions.
- Rear operations.

Their simultaneous execution, as well as actions to secure our forces, defeats attacking enemy forces.

Deep Operations

Deep operations in the division defense destroy, delay, disrupt, or divert critical enemy elements. Deep attacks strike at the enemy's critical fictional nodes, such as command posts, artillery positions, logistics sites, troop concentrations, and air defenses. They create windows of opportunity for friendly commanders. Deep operations complement close and rear operations. All divisions execute deep attacks as part of their defensive battle.

To ensure unity of effort, the division's deep operations complement the corps' or joint force's deep attacks. The division commander and his higher commander agree on targeting responsibilities during the deep fight. Normally, the corps commander assigns the division specific deep targets. A forward boundary or phase line delineates the area of responsibility between the corps or joint force and the division.

Deep operations begin well before the enemy closes into engagement areas. Division areas of interest and operations extend far enough forward of the FLOT to give the commander time to identify approaching enemy forces, assess his options, and target and execute deep attacks accordingly.

Destruction and defeat of enemy forces deep, though preferable, are difficult to achieve because destruction normally requires massive resources of forces and fires. Disruption of enemy movements and timings through the destruction of key assets may be the only element achievable. Disruption normally reduces the enemy's correlation of forces and can be accomplished through a combination of AI, deception, PSYOP, EW, artillery fires, aviation attacks, and ground maneuver.

In preparing for and conducting deep operations, the division commander makes specific demands on organic and supporting intelligence systems to focus the intelligence collection effort. As enemy formations approach, the commander monitors their movement within his area of interest and identifies the enemy's main effort. As the enemy enters his AO, the division commander attacks high-payoff targets, disrupting and delaying the enemy, as he modifies his defensive plan.

The DOCC plans and synchronizes the division's deep operations. Through the division's internal targeting process, high-payoff targets that division assets cannot hit are passed on to the corps or joint targeting board. The means available for conducting deep operations may be limited. The DOCC ensures that deep fires and deep aerial maneuver are used efficiently to obtain effects that contribute directly to the overall defense.

Air-delivered weapons, air maneuver units, electronic warfare, and field artillery are the division's weapons for deep operations. Their effective employment depends on careful planning, coordination, and IPB before the battle begins. Additionally, they require a responsive, survivable targeting process once operations are underway. Further discussions of division deep operations are in Chapter 2 of this manual and in FM 71-100-1 and FM 71-100-2.

Close Operations

Division close operations include reconnaissance, security, main battle area actions, and employment of the reserve force.

Reconnaissance

Reconnaissance is a vital and continuous division operation. Initially, through reconnaissance, divisions acquire knowlege about the terrain and gain and maintain contact with the enemy. Divisions use various units and technical assets to conduct reconnaissance throughout the division's AO.

The division tracks and assesses the situation as the enemy approaches through the deep, and into the close, operations area. The division's technical and aerial reconnaissance assets maintain contact with and provide continuous reports on the enemy's situation. Reconnaissance missions include area, zone, and route. Reconnaissance should not be confused with security operations. Reconnaissance orients primarily on the enemy to provide intelligence for current and future operations. Reconnaissance is detailed in Appendix A.

Security

Security operations protect friendly forces. Security operations include screen, guard, cover, and area security missions. The division conducts security operations to provide maneuver space and reaction time to protect the main body. Security operations orient on the forces (or facilities) they secure. Security actions are detailed in Appendix A.

Main Battle Area Actions

Covering Force. The commander may use a covering force for all-weather security of MBA forces. He establishes a covering force depth allowing for sufficient room to maneuver and to force the enemy to reposition his artillery and air defense forces prior to his attack into the MBA. Enemy repositioning of artillery and air defense artillery indicates his main effort, makes them vulnerable to deep attacks, and limits the effectiveness of his massed artillery fires.

The covering force fight in the security force area is not a preliminary operation before the main battle fight. It is directly tied to the future fight in the MBA as part of one battle, one scheme of maneuver. The division must understand how the covering force can affect the MBA fight. For example, the covering force might inflict too much enemy attrition, causing the enemy to stop and defend well forward of the MBA. This action could derail a corps plan that called for luring the major enemy force into the corps MBA and destroying it in accordance with the corps commander's intent.

In the absence of corps covering force units, the division normally assigns a maneuver brigade to conduct the covering force battle. A division-controlled covering force allows the division to seize the initiative from an attacking enemy force. The size and composition of the covering force depend on its mission, the enemy, the terrain, and available forces. These factors take on added significance and complexity, depending on the enemy's chosen course of action, the depth and width of the sector available for the covering force fight, and the time required for MBA defenders to prepare for action. A covering force is normally a combined arms force that one commander commands and controls.

The division's initial plan includes contingencies for unexpected covering force battle results that will directly impact on the MBA fight. A situation may develop that requires the division commander to establish a strong covering force to form the first part of his defense in depth. The commander decides that his covering force mission is to destroy and disrupt leading enemy formations, causing the commitment of follow-on units, and forcing the repositioning of enemy artillery and air defense systems. This will cause the enemy to disclose his main effort. While the covering force fights the enemy's lead elements, the division conducts deep operations against follow-on forces and critical enemy nodes.

Brigade commanders operating as covering force commanders may use the same tactics and control measures that the MBA brigade commanders use. Brigades tasked as the division's reserve should not be used in covering force operations and then revert to the reserve force on completion of the covering force operations. The covering force may be unable to reorganize fast enough to assume critical reserve missions. Having the MBA brigade control battalion- or task force-sized covering forces is not a preferred technique because MBA commanders must divide their attention between the security area and MBA preparation. This diffuses the picture of the covering force battle, limits lateral maneuver in the security area, and makes it harder for the division to locate the enemy main effort.

Generally, in division covering force operations, one DS artillery battalion supports one maneuver battalion. If artillery is insufficient, one or more corps or division GS or general support reinforcing artillery battalions may also provide fires to the covering force.

Air defense artillery is positioned in support of the covering force. While HIMAD units do not normally support the covering force, they may be able to range far enough forward from the MBA to provide some general support. Generally, forward area air defense (FAAD) units are initially positioned to support critical CP, aviation, and CSS assembly areas in the security area and to assist in covering the passage of lines as covering forces begin to pass into the MBA. FAAD units in the security force area engage enemy attack helicopters, high-performance aircraft, and enemy remotely piloted vehicles (RPVs). Man-portable AD teams are task-organized and should habitually associate with supported units.

Depending on the priority of effort, division engineers locate well forward in the security area to emplace obstacles, prepare vehicle fighting positions, and provide for the mobility of the covering force. Obstacles are more important to the covering force operations when the enemy has numerical advantage in artillery and maneuver strength. The division commander must make a key decision involving priority of engineer effort-security force area versus main battle area. Engineer units mounted in armored vehicles are required for covering force operations; other less-protected engineer units can complete the terrain reinforcement of the security area.

The MI battalion GSRs and remote sensor teams also operate in the covering force, as do collection and jamming assets from the division MI battalion and corps MI brigade's tactical exploitation battalion. The division G3 and the security area commander coordinate their locations and inclusion into the covering force scheme of maneuver.

Electronic warfare operations are conducted to locate the enemy's main effort and to locate and destroy enemy jammers. Jamming operations against the enemy's electronic command and weapon control systems are in accordance with division commanders' established priorities. Corps EW assets augment the division EW capability in the security area to provide continuous EW operations while delaying rearward.

Because the covering force fight is short, only essential classes III and V and medical elements locate in the security force area (normally toward the rear). All CSS assets must be 100 percent mobile to function in the fluid arena. DISCOM maintenance collection points and BDA and repair teams are of limited value. Damaged equipment must be destroyed in place if it is not capable of quickly being recovered to the MBA. A covering force forward support battalion (FSB) normally locates temporarily in the MBA near passage points, lanes, and road networks that support the forward covering force. The CSS elements require extensive coordination with MBA ground commanders for multiple forward and rearward passage of lines necessary for security area sustainment and terrain management.

The G4 controls and coordinates the division's reorganization of the covering force based on priorities the G3 and the covering force commander establish. Planning for the covering force's reorganization precedes the battle. The division has neither the time nor the resources to conduct regeneration. The corps must assume this responsibility. Based on the covering force's follow-on mission and the division's or corps' ability to effect timely reconstitution, the division commander normally states to the covering force commander the losses acceptable in both personnel and weapon systems.

All nondivisional and divisional units not assigned to, but in support of, the covering force battle and located within the security area coordinate with

the covering force commander. Coordination includes terrain management, security, movement, and synchronization of covering force operations.

Battle Handover. Main battle area brigades normally assume responsibility for the battle as enemy forces reach the FEBA. The headquarters establishing the covering force prescribes where covering force units will pass through and designates routes, the battle handover line (BHL), and contact points. The MBA commanders and the covering force commanders normally coordinate adjustments to the location of the line and other designated control measures and recommend changes to the higher commander. They also coordinate specific passage lanes and other details not contained in higher headquarters' overlay graphics. Generally, the boundaries of the covering force units coincide with those of the main battle area brigades, which simplifies battle handover coordination. The risk is, however, that the enemy will find the "seams" in the security area and exploit them through to the MBA.

Covering forces retain freedom of maneuver prior to passage of lines. The covering force passes through or around the MBA forces quickly to minimize the vulnerability of both to nuclear strikes or conventional tires. Moving around a friendly force rather than through it minimizes tactical vulnerability and confusion. The CS and CSS elements in the security area pass rearward early to preclude hampering combat element passage. The MBA units normally provide direct and indirect fire assets in the vicinity of the BHL, which is normally positioned forward of the FEBA. This allows direct fire systems to provide overmatching fires to cover the withdrawal of covering force units and to close lanes.

The division commander must consider the subsequent employment of division covering force units. Only in emergency situations are they attached to the forward committed brigades. They are most effectively employed after reorganization as the division reserve on commitment of the initial reserve force. Passing covering forces to the reserve may allow for reorganization but, at the same time, add considerable time before they are ready for commitment.

Combat Outposts. Combat outposts provide commanders at various levels of command a technique to secure their forces in the defense. They are well suited for use in mountainous areas. Commanders can use combat outposts to provide substantial security for their forces when breaking up momentum of enemy attacks, or when disengaging from the enemy and a covering force is not available. The use of combat outposts differs somewhat from the traditional security missions of screen, guard, and cover. Combat outposts normally fight from well-prepared, well-dug-in, nonmobile positions, If directed, they accept a large amount of ground combat. They engage and destroy initial enemy forces with direct and indirect fires. Based on their need for extended early warning or time, commanders augment combat outposts with substantial fire support and CS forces to achieve desired results.

Commanders can establish a series or line of combat outposts which, in addition to securing their forces, may deceive the enemy on the location of the divisions' defensive positions. These outposts observe the FEBA and may cause the enemy to deploy early and reveal his main effort.

If a requirement exists for a combat outpost line, coordination and control are necessary else the enemy can easily bypass or flank individual outposts. Usually the division directs the trace of the line and brigades control teams within sectors. A brigade commander may pass control of outposts to the task forces, permitting teams to fight or withdraw as required to achieve the intended mission of these outposts. Further, if divisions do not require an outposts line, a brigade or battalion may establish one if the situation requires.

Main Effort. The overall defensive battle matures in the MBA. Division main battle and reserve forces normally fight the decisive fight. If the enemy is not defeated deep, the simultaneity of the deep battle and the MBA engagement ultimately defeats the force. The division allocates combat, CS, and CSS assets to its brigades and reserve for the MBA fight. Brigades fight engagements as part of the overall division battle. In the defense, the division normally designates one brigade as its main effort. That brigade fights the most critical engagement and is resourced accordingly. The division shifts and synchronizes combat power where necessary to reinforce its brigades. Units subordinate to the division organize their MBA defenses similar to the division; that is, they include reconnaissance, security, a main effort, and reserve forces.

Forces positioned in the MBA conduct area or mobile defenses. They control or repel enemy penetrations. Combat, CS, and CSS options for friendly and enemy forces become less numerous during MBA engagements. The division and brigades adjust their initial plans to the developed situation and commit themselves to decisive combat. Decisions in defense may be reached through a single, massive counterattack or in a series of local actions, depending on the capabilities of the opposing commanders. The destruction of the attacker is always sought, but under some economy of force circumstances, simply stopping the enemy or limiting his advance can be success in the defense.

The MBA brigades direct and control close operations using direct and indirect fires and maneuver against the assaulting enemy forces. The division directs operations involving forward brigades and the commitment of reserves. Concurrently, the division conducts deep operations and counterfire operations against enemy follow-on forces and critical functional nodes.

A brigade structures its defense around static, mutually supporting positions deployed in depth throughout the MBA. Holding out a large mobile reserve and committing fewer elements to the initial MBA defense enhance defense effectiveness. The primary function of committed elements in such a defense is to slow the attack and fight it throughout the area. Ground and or air units then strike exposed enemy forces and engage those that have penetrated the defended area. Additionally, these mobile reserves may be directed to conduct a spoiling attack.

Light forces can perform a variety of missions in the MBA. Their use may free up mechanized and armored forces for use elsewhere. Light infantry forces could conduct night infiltration attacks against key enemy targets; attack to secure rugged, restricted terrain that would deny the enemy the use of indirect approaches into friendly flanks and rear; and provide a rapidly deployable force to respond to opportunities on the battlefield. Light forces need an area large enough to conduct offensively oriented defensive operations. They exploit such techniques as air assaults, ambushes, armored hunter-killer team missions, and raids.

The defender cannot be strong everywhere and should not attempt to be; he takes risks. For example, he may have to accept risk when moving forces from ground positions to reinforce the reserve in a decisive blow against the enemy rear or flank. Air and ground cavalry, attack helicopter units, airmobile infantry, and battalion task forces operating as economy of force over wider areas could cover less-threatened areas. Ground surveillance radars, remote sensors, and obstacles can also help cover such areas. Contingency plans are developed to counter enemy efforts in these risk areas.

Employment of Reserves

The reserve provides the division a means to regain the initiative through offensive actions. Early in his planning, the division commander decides on the size, composition, and mission of the reserve based on METT-T. Its primary purpose is to preserve the commander's flexibility of action. Secondary purposes are to—

- Reinforce the defense of committed forces.
- Block enemy forces that have penetrated the FEBA.
- React to rear area threats.
- Relieve depleted units and to provide for continuous operations.
- Counterattack into the flanks of vulnerable enemy forces.

The division commander must balance capabilities against requirements, assign priorities, and take risks based on METT-T.

The division must develop force protection plans that mask the probable location of the reserve's commitment. Its commitment must be consistent with and integrated into the corps commander's scheme of maneuver and intent. The division considers time and distance factors associated with the reserve's initial positioning to trigger the decision to begin moving it toward specific objectives or enemy forces. The commander may not be able to wait until favorable conditions are created to commit the reserve. To accomplish its mission, he may have to take risks. Movement times or unexpected enemy actions could possibly affect the reserve force.

In difficult terrain lacking routes for movement, smaller reserve units may be positioned in the brigade areas to react quickly to the local battle. Lateral

and forward high-speed deployment routes should be available. In more open terrain, the armored division positions a brigade in reserve at considerable depth. Prior to the reserve's commitment, engineers are assigned mobility and countermobility tasks to support the reserve commander's multiple routes of movement. Control of engineers task-organized to support the reserve must pass to the reserve force in sufficient time to link up, resupply, reorganize, and rehearse to support the reserve mission.

With substantial reserves, the division commander can permit or direct subordinate commanders to commit all their forces. If he does not have sufficient reserves of his own, he may require his subordinates to obtain his permission prior to the employment of their reserves and he may specify their location.

Once the designated reserve force is committed, division and brigade commanders must reorganize or redesignate a reserve. Forces most easily designated are the TCF and the reserves of subordinate units, depending on their level of commitment.

Artillery units earmarked to support reserves are positioned for short-notice support throughout the scheme of maneuver. Until the reserve is committed, the designated artillery supports the main battle, usually in a GS or general support reinforcement role.

Attack helicopters may be held initially in division reserve or temporarily designated as the reserve during the battle when other reserves have been committed. Because of their mobility and firepower, attack helicopters are the quickest and most effective means of stopping enemy tank penetrations. They can be given missions with or without other maneuver elements.

The division commander uses decision points throughout the sector to trigger early decisions on commitment of the reserve and other actions. Enemy arrival at decision points is tied to the time and space considerations needed for employment of the reserve. This information is graphically portrayed on the decision support template. The commander then determines which of his units will attack, where they will be positioned after the attack, and what interdiction or deep attack is needed to isolate the enemy. Success of the reserve depends on its timely commitment, mass, surprise, speed, and boldness.

Attacking units seek to avoid enemy strength. The most effective attacks seize strong positions that permit the attacking force to deliver fire on the exposed enemy's flanks and rear. If the reserve force is to stay and defend against another enemy force, it must complete its tasks, reorganize, and gain good defensive positions before overmatching or before the following enemy forces can interfere.

A ***counterattack*** is normally done with a reserve or lightly committed forward element. The division's reserve counterattack plan normally includes the mission, a brief statement of the higher headquarters' assigned mission, and the intent of the higher headquarters; assumptions—the size and shape of an assumed penetration or enemy formation; the strength and composition of the enemy force; and the status of friendly forces in the MBA. Other factors include the capability to contain the enemy, deep battle assets available to support the attack, strength and responsiveness of the reserve at the time of the attack execution, and availability and capabilities of all munitions.

In some situations, the division or brigade commander may determine he cannot counterattack with a reasonable chance of success. He then uses his reserve to contain or delay the enemy to gain time for the use of the higher echelon's reserve. The reserve must have fire support available or be able to fire and maneuver to counterattack when an unexpected penetration occurs earlier than planned or at a different location.

Such local counterattacks must be launched during the temporary confusion and disorganization that occur when the attacking forces have entered the position. The attackers have not had time to reorganize and establish themselves and cannot maintain the operational tempo that allowed them to penetrate. Since this period is relatively short, counterattacks must be delivered judiciously and on the initiative of the local commander. With available assets, he must eject the enemy and restore conditions necessary to support the commander's concept and intent.

The reserve counterattack, when committed, becomes the division's main effort. The commander avoids piecemeal commitment of the reserve. He does not counterattack as an automatic reaction to an enemy penetration nor does he commit the reserve solely because an enemy force has reached a

certain phase line or area. Although he plans for counterattacks in the overall defensive planning, he realizes the enemy course of action will not correspond exactly to prepared attack plans. As the situation develops, the commander answers these basic questions:

- Should we use fires or ground element of reserve?
- Is an MBA counterattack feasible or should the reserve be employed to contain enemy forces?
- When and where should the reserve counterattack be executed?
- In an enemy penetration of the MBA, which portion of the enemy should be attacked and which should be blocked or contained?

Speed of a counterattack is essential to destroy isolated forces before they can be reinforced. Division counterattack plans and concepts are prepared to counter assumed enemy formations on multiple avenues of approach. Major factors involved in visualizing an assumed enemy formation are the size force the enemy can employ on the avenue of approach; the terrain; the capability of the forward-defending forces to control the enemy; and the responsiveness, strength, and composition of the reserve.

The division staff considers ***spoiling attacks*** to prevent, disrupt, or delay the enemy attack. Spoiling attacks are normally launched against enemy forces that are forming or assembling for an attack. Troops, fire support means, or a combination of the two can carry out spoiling attacks. They are usually conducted against targets of opportunity. The objective is to destroy enemy personnel and equipment, not to secure terrain and other physical objectives. However, all opportunities to regain the initiative should be exploited.

The division staff considers several factors when contemplating a spoiling attack. They must know the commander's guidance on the size of force to be used for the spoiling attack and his decision on acceptable risk. Spoiling attacks are not conducted if the loss or destruction of the force jeopardizes the future integrity of the defense. The staff must also ensure that deep operations are planned and support the spoiling attack. Deep operations may prove critical to the spoiling attack by drawing off or destroying enemy reinforcements and by masking the intent of the spoiling forces.

Commanders coordinate plans for counterattacks and spoiling attacks using the offensive techniques discussed in Chapter 4.

Rear Operations

The division plans and conducts rear operations to ensure freedom of maneuver, continuity of sustainment, and continuity of battle command. Rear operations include all activities conducted for the sustainment of deep, close, and rear operations. They comprise four interrelated functions:

- Sustainment.
- Movement.
- Terrain management.
- Security.

The division conducts rear operations within the division rear area (DRA). The DRA extends from the rear boundaries of forward brigades to the division's rear boundary. It contains many CS and CSS units, assorted munitions and delivery means, C^2 headquarters, and uncommitted combat units. It may also contain joint facilities, such as air bases, host nation facilities, and population centers.

The division is responsible for securing the rear area from the forward brigades' rear boundary to the division rear boundary. Planning for combat operations in the rear should not unnecessarily divert combat power from the main effort. Division defensive planning must address the early detection and immediate destruction of threat forces attempting to operate in the division rear.

Additional emphasis on rear operations may be required based on the form of defense. The degree of risk accepted during a mobile defense is invariably passed to the rear commander as an increased threat to support forces. This may impact on their ability to continue operations at the anticipated level.

The basic mission of CSS units is to sustain the battle. Their sole purpose is to maintain and support division soldiers and their weapon systems before, during, and after operations. Tactical logistics functions are those actions that man, arm, fuel, fix, move, and sustain soldiers and their systems. (Sustaining division defensive operations is detailed in Appendix E.)

Rear operations focus on maintaining the capability to sustain the division's forces. Movement, security, and terrain management, as well as area damage control, are integrated with sustainment to provide the division synchronized rear area support.

Three levels of enemy activity guide the planning for rear operations. These levels focus on the friendly response' required to defeat the enemy rather than on the size or type of enemy. Level I threats can be defeated by base or base cluster self-defense measures. Level II threats are beyond base or base cluster self-defense capabilities and can be defeated by response forces, normally consisting of MPs with supporting fires. Level III threats require the command decision to commit the TCF or a reserve force. Chapter 2 and Appendix E provide additional information on rear operations.

TRANSITION TO THE DEFENSE

When attacking units cease their attack and must defend, they generally have two options. One is to commit forces and push forward to claim enough ground for a security and or covering force area (that is beyond the majority of enemy artillery). The second is to fall back to defensible terrain to establish a security area, establishing the FLOT generally along the attacking force's line of advance of final objectives. In both options, the FLOT is the forward edge of the security area. The FEBA is the forward edge of the main defensive area.

In the first option, the security area often lacks depth. Additionally, the enemy force will probably accurately template the friendly FEBA trace and engage with artillery. Unfortunately, these actions often result in the loss of additional personnel and equipment and the expenditure of more resources.

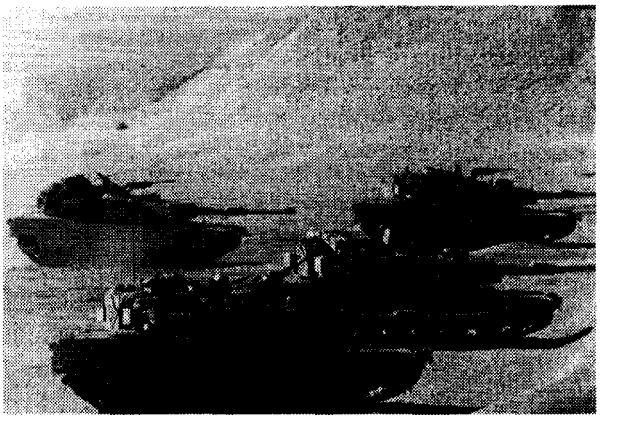
In many cases, the second option is better. Commanders pull back the bulk of their forces to defensible terrain and establish the MBA on ground the attacking force already owns rather than under the threat of enemy artillery. The forward edge of the security area (the FLOT) remains along the line of contact.

Commanders must remain mentally agile and anticipate a transition to the defense. They must not fixate on phase lines and other control measures. Deliberate planning is a must in any transition. Deliberate planning allows commanders to set conditions for a transition which include maintaining contact, keeping the enemy off balance, and controlling tempo. Deliberate planning using METT-T and the operational plan will determine the depth of the security area and the defense.

PLANNING OPERATIONS

The corps or JTF commander sets the stage for division and brigade planning. One of these commanders provides the division commander a mission, his intent, and a concept of operation. Likewise, the division commander provides his subordinate commanders a clear mission, intent, and the division's concept of operation. Coupled with decentralized command and control, these elements provide brigade and battalion commanders flexibility and agility to respond to rapid change to exploit opportunities on defensive battlefields.

Division, brigade, and battalion commanders organize their defensive plan based on the mission, the nature of the enemy force, the terrain and weather, the troops available, the time available for troop-leading procedures, and orders from their higher commander. They identify and war-game possible enemy reactions for inclusion in the plan. Contingency plans to the basic defensive plan enable the commanders and staff to remain proactive and ready for possible forthcoming situations.



In the offense, commanders must remain mentally agile and anticipate a transition to the defense.

The key to successful division defensive operations is the integration and synchronization of all available combat assets to maximize combat power. To accomplish this synchronization, the division commander visualizes how and when combat, CS, and CSS assets are best applied to support his main effort as well as his other forces.

Intelligence

Prior to the battle, the division and brigade commanders require specific information about—

- The composition, equipment, strengths, and weaknesses of the attacking enemy force.
- The location, direction, and speed of enemy reconnaissance elements.
- The location and activities of enemy units and reserves.
- Enemy command, control, and communications facilities.
- The location of enemy fire support and air defense systems, with associated command and control nets.

The G3, G2, and MI battalion commander synchronize the efforts of the MI battalion and any attached intelligence assets with fire support, aviation, and maneuver to locate, jam, and destroy the enemy's electronic command and weapon control systems. Corps collection and jamming assets and MI battalion teams operate forward to support the division's intelligence requirements. MI battalion GSRs are normally attached to committed brigades. Airborne sensors operate further to the rear.

Electronic support means and target acquisition battery assets locate the enemy's field artillery headquarters. Locating enemy air defense weapon radars is also critical. Friendly fires and EW systems can neutralize these systems and allow attack helicopters and air support assets to operate in a safer environment.

The division G2 and supporting intelligence assets are aggressive in the access, acquisition, and dissemination of current intelligence. They provide the division and brigade commanders and staff with a common view of the battlefield as well as timely combat information. They provide early and accurate intelligence assessments, information, and best estimates that will expedite decision cycles.

Intelligence for the mobile defense focuses on helping to shape the enemy's penetration. The intent is to confirm his main avenue of approach and locate his follow-on forces. The defending commander can then decide where he can arrange his forces in an economy of force role to defend, yet still shape, the battlefield. This allows him the time necessary to laterally shift his forces. The focus in the area defense is toward identifying enemy strengths and weaknesses to allocate sufficient combat power to defeat or destroy his advancing forces.

Maneuver

Aviation

In the defense, the aviation brigade provides the division commander rapid maneuver and aerial fires. This brigade adds depth to the division's battlefield. The aviation brigade can engage targets deep to delay and destroy attacking enemy units. The aviation brigade also attacks critical targets and units to disrupt the enemy's scheme of maneuver, isolate committed elements, and facilitate defending ground units' seizure of the initiative. Aviation has both the agility and capability to find and exploit the seams, flanks, and rear of the attacking enemy force and often is employed as a combined arms team.

During defensive operations, the division aviation brigade may perform forward of FLOT operations. These operations require close coordination and detailed control measures with ground forces. Attack helicopter battalions are most effective when employed as part of an aviation brigade attack. This centralized approach capitalizes on the inherent firepower, speed, and agility of the aviation brigade to conduct offensive missions in support of an overall defensive plan.

Cavalry

The cavalry squadron is eyes and ears for the division. In the defense (as in the offense), it performs reconnaissance and security missions. The squadron finds the enemy, develops the situation, and continuously reports on the enemy's movements and actions. During security missions, the squadron may defend and accept decisive

engagement to provide the time and space required by the division commander. When the corps' cavalry regiment is used as a corps covering force, the division's squadron may conduct a flank guard or perform an advance guard role. Following security area operations, the squadron may become part of the division reserve or perform rear operations. (Security and reconnaissance missions are detailed in Appendix A.)

Fire Support

Field Artillery

The division commander allocates available fire support to defending brigades. He places at least one field artillery battalion in direct support of each committed maneuver brigade. In exceptional circumstances, field artillery battalions may also provide direct support to battalion task forces or economy of force units operating over wide frontages. The division commander weights the main effort with other organic, nonorganic, or joint fires. In both the area defense and mobile defense, fire support weights the main effort. Under certain circumstances, a field artillery brigade (from corps artillery) can be given a mission of direct support, or general support, to a maneuver brigade, or reinforcing or general support reinforcing to the brigade DS artillery battalion.

The division fire support plan and task organization must also provide for lethal and nonlethal deep fires, counterfire, and SEAD and support rear and deep operations. These fires are synchronized with other division assets, such as aviation, intelligence, and maneuver forces. The division artillery commander, the FSCOORD, plans and controls counterfire and SEAD operations. He is best positioned where he can see, sense, and anticipate the battle. The FSCOORD recommends to the division commander the artillery organization for combat of supporting FA brigades and battalions that gives the FSCOORD the flexibility to meet the division commander's guidance.

To use fire support effectively, division commanders must be able to fight not only with their organic fires, but also with joint fires. Joint fires increase the division commander's destructive force. Planners must be aware, however, of sister service capabilities and time requirements in requesting strikes. This is imperative when integrating multiservice delivery systems in simultaneous attacks across the depth of the battlefield. (See applicable joint publications listed in references.)

Combat Air

The G3 air and the senior ALO ensure that joint air support is integrated and synchronized with the overall division defensive plan. The TACP must anticipate future air requirements to support the division's transition from the defense to the offense. (See Chapter 4.) While priorities may shift, air support of division defensive operations is identical to that required to support offensive operations. Combat aircraft are also effective counterfire weapon systems. The FSE and ALO coordinate and integrate these assets into all fire support operations at the division main CP. (Air support discussions are also in Chapters 1 and 3.)

Mobility and Survivability

Engineers

The division engineer controls and establishes the priorities for both division and corps engineer units in response to the commander's defensive plan. (This is the engineer brigade commander in armored and mechanized divisions; the battalion commander in light infantry divisions.) The division engineer constantly monitors the tactical situation and anticipates future engineer support requirements to ensure that sufficient personnel, equipment, and materials are at the right place, at the right time. He positions himself where he can best see and influence engineer support to the division.

In the defense, major engineer efforts are directed toward preparing routes for the mobility of friendly forces (mobility), establishing obstacle zones and emplacing obstacles (countemobility), and preparing strongpoints and fighting positions (survivability). The priority of engineer effort may change as the division shifts its main effort from support to the MBA brigades to the mobility of the reserve.

In a mobile defense, engineer assets must resource both the striking force and the more static defending forces. Priority of effort for the striking force is to mobility and then countermobility operations. The priority of effort for the static forces is survivability and then countermobility. The senior commander establishes obstacle zones to turn and

fix the penetrating enemy force and still permit rapid attack by the striking force. Aerial-delivered mines are critical to completing the obstacle plan in shaping the battlefield in front of the attacking enemy force. The striking force may even conduct a hasty breach and attack through a short-duration minefield after the mines have disarmed.

Engineers should be task-organized with the reconnaissance elements in front of the striking force. Highly mobile engineer forces should be well forward and integrated into the leading maneuver formations of the striking force. Follow-on engineers conduct route improvement, replace AVLBs with bridges, and expand obstacle breaches. Engineers with flank units focus on countermobility to impede potential enemy counterattacks.

In all defenses, synchronization of mobility and countermobility requires specified obstacle zones and obstacle-restricted areas. This ensures emplaced obstacles do not interfere with, and are synchronized with, the division's overall defensive plan. At all echelons, maneuver commanders, fire supporters, and engineers work together to combine the combat multiplier effects of obstacles (friendly, enemy, and terrain) and to enhance friendly direct and indirect fires.

Air-delivered artillery and engineer-emplaced FASCAMs disrupt and fix enemy movement or sudden enemy penetrations so that counterattacking forces can engage them. Engineer actions must be coordinated among maneuver, CS, and CSS units to ensure a synchronized effort. The assistant division engineer (ADE) is a special staff officer within the division headquarters. The ADE is normally located at the division main CP where he coordinates and monitors engineer operations. For example, division and corps transportation assets must be synchronized with the division's countemobility and survivability effort to ensure the timely and uninterrupted flow of adequate obstacle and class V material.

Chemical

Throughout the defensive planning process, the division commander plans for enemy use of NBC weapons and his division's employment of NBC defense units. The G3 and the division chemical officer analyze all plans, tactical units, and CSS units to determine their vulnerability to these weapons. The division commander specifies the degree of risk he is willing to accept. The division chemical officer recommends changes to the defensive concept of operation if the concept involves unacceptable risks from enemy NBC weapons. Division NBC defensive operations are geared toward identifying contaminated areas that will directly impact on the division plan. The division chemical officer employs the NBC reconnaissance and smoke where it can best support the division's main effort.

Air Defense

Division air defense artillery is employed in mass and mix to support the defensive scheme of maneuver. The ADA battalion commander advises the division commander on air defense systems employment, support relationships, and air threat status. His headquarters is responsible for the division's early warning systems.

In the defense, ADA priorities often include covering forces, logistics, fire support, and C[2] facilities. ADA units must be as mobile and protected as the maneuver unit they are supporting and must be integrated into the combined arms plan. Air defense units from the covering force transition into the MBA air defense scheme when the covering force returns to the main battle area. Normally, a division ADA battery directly supports each ground maneuver brigade. All units use passive and internal air defense measures to protect their operations from enemy air activities. Air defense must be continually synchronized with aviation operations to preclude fratricide of friendly aviation assets.

Combat Service Support

Sustainment

The G4 and the DISCOM commander must understand the intent of the division, corps, and or JTF commanders to develop a support plan to sustain the defense. Knowing the intent and concept of operation allows them to anticipate CSS requirements. The G4, in conjunction with the ADC-S, develops a concept of support and recommends support priorities to the division commander. With the G3 and the DISCOM commander, the G4 recommends a CSS task organization to support the division defensive plan.

The DISCOM commander tailors the task organization of the brigade's direct support FSB to meet specific needs of units operating within the maneuver brigade's area of operations. The DISCOM must look beyond the defense to anticipate support requirements as the division transitions to the offense. Additional sustainment considerations are discussed in Appendix E.

Military Police

The employment of MP units in the defense differs somewhat by division type. Support relationships depend on the commander's concept for the operation, a METT-T analysis, and risk assessment. (Often in lighter divisions (light, airborne, and air assault), the MP company will be in general support.) Optimally, each forward brigade receives an MP platoon to support its defense. Remaining MP platoons of the divisional MP company are in general support to the division with the priority to battlefield circulation control, area security, and EPW operations. During the defense, the commander may place the division band OPCON to organizations responsible for rear area security operations. The band should be employed intact for these operations, facilitating the commander's ability to quickly return them to their primary mission.

Command and Control

Battle Command

In the defense, the division commander employs a command group and or a TAC CP forward in a brigade AO to directly influence and maintain control of the close fight. Most critical is that the division commander locate where he can see the total battle and make timely decisions. The division's deep operations are normally controlled at the main CP through the DOCC. The ADC-S controls the division's rear operations from the rear CP in the division rear area.

Command and control facilities in forward areas must be lean enough to rapidly and constantly relocate to survive. Emphasis is on locating them in hardened areas or protective terrain and reducing electronic signature. All personnel and equipment not required for the express purpose of commanding and controlling the division are left elsewhere.

The essence of command and control is not communications gear or equipment. The essence is leadership; detailed, yet simple plans rehearsed to the point that everyone understands their piece in the fight and are confident with their ability to execute, and then decentralized execution.

COL James T. Hill
Cdr, 1st Bde, 101st ABN DIV
(Air Assault)
Operation Desert Storm

Deception

Division planners must develop a deception story that supports the corps' deception plan. The deception story must portray a logical, situational, and doctrinally correct scheme of maneuver that is not only believable to enemy commanders, but supports the true friendly scheme of maneuver. It should cause the enemy to perform some action or nonaction that is favorable to friendly courses of action. The division must then develop the means to identify enemy reconnaissance patrols (both ground and air) entering the division's security area. These enemy patrols must be engaged and destroyed from locations with the type weapons that support the deception story.

Signal

In the defense, the division's signal battalion connects all major command elements and establishes entry procedures into the communications systems for covering forces, units in the MBA, the rear, and the reserve. Communication centers displace less often in the defense. However, they must have plans to rapidly displace personnel and equipment (particularly MSE) on short notice. Messengers and secure digital data reduce the requirement for voice radio transmissions and provide a high degree of signal security. Radio communications are normally not used if other communications means are available. Radio nets remain open, but on listening silence. Digital data and wire communications are the primary means used during the preparation of the defense.

CHAPTER 6

RETROGRADE OPERATIONS

Retrograde operations are organized and orderly movements to the rear or away from the enemy. They may occur on the orders of a higher headquarters or be forced by enemy actions, They are classified as delay, withdrawal, or retirement. Retrograde operations allow the division to inflict damage on enemy troops and equipment while maintaining its fighting integrity.

PURPOSE

Retrograde operations are conducted to improve the overall tactical situation or to prevent a worse situation from occurring. Commanders may call for divisional retrograde operations to accomplish one or more of the following:

- Inflict casualties on an enemy while avoiding decisive combat.
- Gain time and avoid fighting a decisive engagement.
- Reshape the battlefield to maintain contact on the left and right.
- Take advantage of more defensible terrain.
- Permit the employment of the division elsewhere.
- Fight against a numerically superior force.
- Minimize the effects of poor terrain and capitalize on good terrain.
- Mass division forces for a penetration.
- Deceive the enemy into committing his forces.
- Create a salient in the division sector to shape the battlefield.

When moving a force from its present dispositions rearward for use against the enemy in more favorable circumstances, commanders—

- Disengage and move less mobile units and nonessential elements prior to withdrawing the main body.
- Use more mobile units to cover the movement of less mobile units.
- Use minimum essential forces to cover the movement of the main body.
- Provide adequate fire support means to units left in contact.

PLANNING FACTORS

Commanders consider several factors when planning retrograde operations. They include leadership and morale, reconnaissance, mobility, and battlefield deception.

Leadership and Morale

Maintaining theN offensive spirit is essential among subordinate leaders and troops during retrograde operations. Movement to the rear may be seen as a defeat or a threat of isolation unless commanders are well forward and ensure that soldiers know the purpose of the operation and their role in the concept of operation.

Reconnaissance

Often the commander near the scene of action has the only accurate information during a retrograde operation. Intelligence requirements for the commander increase as forces are echeloned to the rear and as forward combat capabilities are reduced. Intelligence collectors remain well forward to locate enemy attempts to pursue, outflank, and isolate all or a portion of the retrograde force.

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Mobility

The greater the retrograding force's mobility over an enemy, the greater the chance of a successful operation. Commanders must enhance friendly mobility and degrade enemy mobility. The division's mobility is improved through—

- Conducting key leader reconnaissance of the routes and battle positions.
- Improving existing road networks and controlling traffic flow.
- Executing well-rehearsed unit movement SOPS and battle drills.
- Positioning air defense artillery and security forces at critical choke points.
- Evacuating civilian refugees or restricting their movements to nondivision-used routes.
- Evacuating casualties, recoverable supplies, and unnecessary stocks early.
- Displacing nonessential command and control and CSS activities early.

The enemy's mobility is degraded through—

- Occupying and controlling terrain or choke points that dominate high-speed avenues of approach.
- Improving natural obstacles with reinforcing obstacles and covering them by fire.
- Employing indirect fire and smoke to degrade the enemy's vision and to slow his rate of advance.
- Conducting spoiling attacks to keep the enemy off balance and to force him to react to another attack.

Deception

Deception operations are routinely planned to produce surprise from resulting unit moves and dispositions. Deception can cause indecision and delay in the enemy's actions. Units must use to advantage darkness and other limited-visibility conditions as well as exfiltration techniques to cover relocation and evacuation during deception operations. Employing phony minefield and decoy positions, and maintaining normal radio traffic patterns and artillery improve security. Other deception measures are radio listening silence for disengaging units, feints and demonstrations, and deceptive EW and PSYOP.

DELAY

The delay is an operation in which the division, under enemy pressure, trades space for time while inflicting maximum damage on the enemy. Commanders normally conduct delays without becoming decisively engaged. This preserves the force as well as freedom of movement.

The division conducts a delay when the corps or JPC needs time to concentrate or withdraw forces to establish defenses in greater depth, or to economize forces in an area. The division may execute the delay—

- As a covering force for a main body that is defending or withdrawing.
- As an advance guard when encountering superior forces.
- As an economy of force to fix, contain, or slow an enemy attack on a less critical avenue of approach.
- As a deception measure to set up a counterattack.
- To gain time for units to proceed away from the enemy to prepare a subsequent defensive position.

In the delay, destroying the enemy force is secondary to slowing his advance to gain time. The division delays in sector to slow and defeat as much of the enemy as possible without sacrificing the division's tactical integrity. The division may delay forward of a specified line for a specified time or event. This task requires a unit to prevent enemy forces from reaching a given area earlier than a directed time or event, regardless of the cost. Subordinate friendly elements attack, defend, and conduct ambushes, raids, feints, and other actions to destroy as much of the enemy as possible.

The delay is fought much in the same way as the initial defensive covering force battle. Task forces engage the enemy from previously selected positions in depth. This causes the enemy to deploy his forces. Meanwhile, friendly forces move to the next battle position before the enemy can concentrate sufficient combat power. Also, air and ground ambushes are executed to keep the enemy off balance.

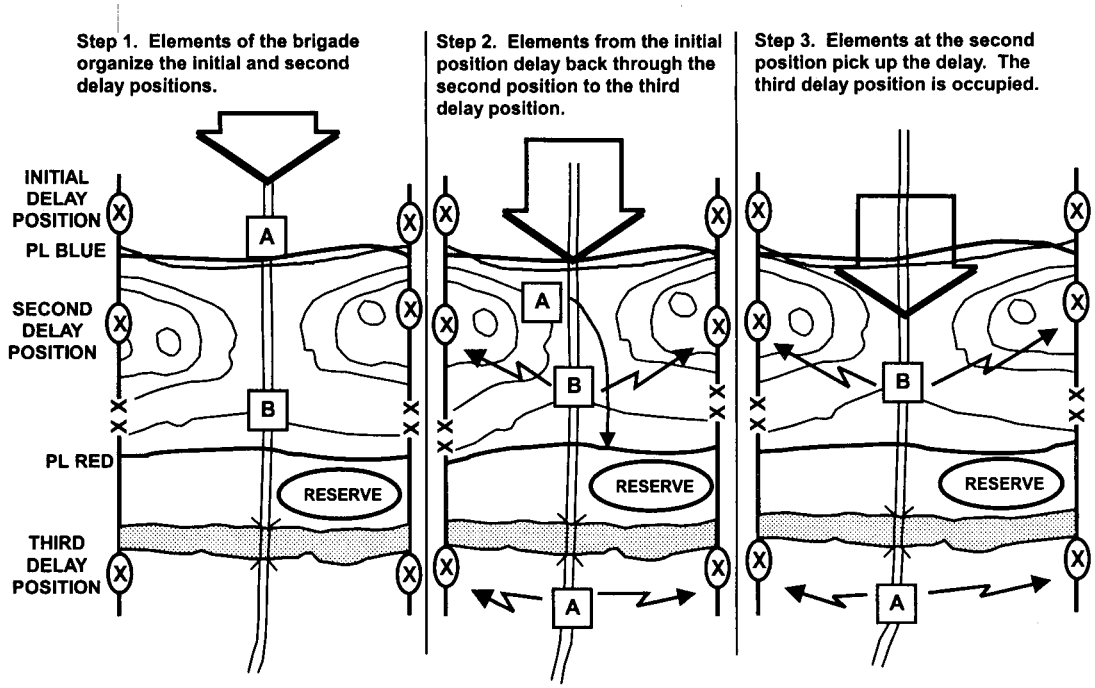


Figure 6–1. Division delay operations

The key to any delay plan is a simple task organization. Task organizations that can be maintained throughout the battle are most effective. Because of the decentralized control during the battle, changes in task organizations during the delay are difficult. When ordering a delay, the commander specifies—

- The intent of the operation—what must be done.
- Task organization.
- Conduct of the operation—when, where, and how.
- Measures to be used to cover gaps and flanks.
- Control measures.
- The main effort-who.

The division assigns sectors to its maneuver elements along with phase lines or delay positions for control. During the execution of the delay, all or part of the delaying force elements maintains constant contact and pressure with the enemy. The contact and pressure could alternate between several units as the division continues its delaying tactics away from the enemy. (See Figure 6-1.)

In a delay, the division normally retains a small, mobile reserve. The reserve conducts standard reserve missions as well as provides overwatch fire for a withdrawing unit. Reserves counterattack to limited objectives. In this type of action, the counterattack force normally strikes the enemy's flank to disrupt and delay him. This counterattack is force-oriented and normally does not attempt to secure and hold terrain.

Committed brigades also retain small reserves in a delay. These reserves are used on the same types of missions as the division reserve. The division commander may require subordinate commanders to obtain his permission before committing their reserves.

A delay is more difficult to execute if the initiative is left entirely to the enemy. The division commander seizes the initiative through counterattacks and limited spoiling attacks. When the retention of specified areas is required or when space is limited or time requirements are long, the division may actually defend in parts of the sector.

If the division commander cannot successfully delay the enemy and still preserve his force, he must inform the corps or joint force commander. This higher commander then decides to accept less time and preserve the division or to gain the time he needs and risk losing all or part of the division.

WITHDRAWAL

Withdrawals are planned operations in which a division in contact completely disengages from an enemy force, either to preserve the force or release it for a new mission. Withdrawals are normally free from enemy pressure; however, commanders plan them both with pressure, and without. Commanders should plan deception to deceive the enemy. Deception for the covering force and main body could include multiple routes, additional transportation, route improvement, and movement planning.

Withdrawals under enemy pressure normally are subject to enemy observation and take place at night. Commanders must avoid premature actions that lead the enemy to believe a withdrawal is being contemplated. Elements withdrawing use delaying tactics to fight their way to the rear. The greater the division's mobility, the better it can successfully withdraw. Commanders must anticipate enemy means of interference and effectively employ security forces, attack helicopters, CAS, and air superiority.

A withdrawal under enemy pressure requires close coordination between withdrawing units and the security force. The security force should consist of armored and mechanized infantry augmented by attack helicopters, field artillery, engineers, and air defense artillery.

Under enemy pressure, the less heavily engaged elements of the forward brigades withdraw first. The more heavily engaged units generally withdraw under cover of the division or corps security force and with support provided through available fire support, EW assets, and obstacles. Night moves and obscuration smoke are used to screen movement and to reduce enemy observation and the accuracy of enemy fire. The division's movement and operations are similar to those of a delay on alternate positions. The security forces and disengaged brigades continue to use alternate and successive positions until the entire division breaks contact with the enemy.

When conducting withdrawals not under enemy pressure, the division specifies the planned time of withdrawal. For utmost secrecy and deception, the commander takes advantage of darkness and reduced visibility, commencing the withdrawal as soon as the enemy cannot effectively deliver observed fires. The division controls the movement of subordinate units through—

- Designating primary and alternate routes.
- Designating priority of movement.
- Enforcing traffic control measures.

In daylight, commanders limit activities that might disclose the intentions to withdraw, such as abnormal or excessive movement of vehicles to the rear. Necessary daylight movements to the rear, including reconnaissance, should be by infiltration.

Units withdrawing without enemy pressure may direct that their covering force stay in contact to prolong the deception by simulating normal activities. Covering forces and rear guards normally remain between the enemy and the main body. After the main body is a safe distance to the rear, the covering force withdraws to intermediate or final positions. These forces should have mobility equal to or greater than that of the enemy. The withdrawing force moves to the rear in the following sequence:

- Elements to reconnoiter and prepare the next position.
- CSS units.
- Artillery not essential to the support of detachments left in contact.
- Division security force.
- Main body.
- Detachments left in contact and direct support artillery for the detachments left in contact.

Units in the forward area execute the withdrawal on a broad front. Units move directly to the rear, form march columns, and proceed to designated tactical assembly areas. These areas are widely dispersed and are occupied for minimum periods.

The detachments left in contact have a limited capability for resistance. They must depend on deception and long-range supporting fires to accomplish their mission. Although the division coordinates their employment, the brigade specifies their time of withdrawal, coordinating the action with adjacent units. The withdrawal of detachments left in contact is initiated in time to permit completion during limited visibility. The success of a withdrawal not under enemy pressure depends on

control, security, and deception. Detailed plans, deception, and simulation of normal radio traffic, fires, and other activities aid control and security. Once in the defended area, the withdrawing force either joins the defense or continues to the rear in a retirement.

RETIREMENT

A retirement is conducted when units are not in contact with the enemy. Although normally overmatched by other units' security forces, retiring units must use force protection measures against enemy air, ground, and long-range fires while moving rearward.

The division assigns definite objectives or rear positions to each of the major subordinate commands moving with the main body. Movement during darkness or reduced visibility, while preferred, is more difficult. During the initial stage of the retirement, control is decentralized to subordinate commanders. However, as the main body increases the distance between itself and the enemy and as the units rejoin, the division commander resumes centralized control.

Security for the main body is similar to that for a movement to contact. Advance, flank, and rear guards provide security. The rear guard is normally stronger when a withdrawal action precedes a retirement. If enemy contact occurs, the rear guard uses delaying actions to hold the advancing enemy and to prevent interference with the movement of the main body. The commander must plan for enemy interference while retiring. Reconnaissance obtains early information on enemy interference attempts. The retiring force should be positioned to support the higher command's future operational plans.

BOS CONSIDERATIONS

Intelligence

When the division delays, major information collection capabilities, such as GSRs, SIGINT sensors, and countermortar and counterbattery radars, locate well forward. Corps collection systems augment the division's intelligence collection as they displace.

Aggressive electronic warfare (EW) minimizes the effects of enemy EW operations and slows the enemy's attack coordination or pursuit. In particular, it interrupts enemy fire support coordination. Commanders rely on personal reconnaissance and spot reports from the tactical units for timely information.

Maneuver

The division cavalry squadron may perform route and area reconnaissance to the rear of the division in preparation for the retrograde operation. In withdrawals without enemy pressure, brigades and other units in contact designate units to be left in contact. This protects the main body's initial movement to the rear and simulates the normal combat posture. Where there is enemy pressure, security forces at all levels cover forward elements that withdraw intact without leaving detachments in contact. This delaying force is task-organized with armor and antiarmor capabilities to delay and inflict casualties on the enemy.

The aviation brigade provides a mobile and lethal guard force to interdict enemy units attempting to attack the division's flanks. The aviation brigade also assists ground maneuver forces to disengage and continue in their retrograde mission.

Fire Support

During the delay, artillery is located well forward and echeloned in depth. This allows artillery—

- To fire deep into enemy formations and force early deployment.
- To slow and degrade the effectiveness of enemy armored vehicles.
- To suppress and destroy overmatching enemy air defense, weapon systems, and artillery command observation posts.
- To deliver antipersonnel or antiarmor mines to complement and reinforce the effects of obstacles.
- To deliver smoke to cover the movement of displacing maneuver units.
- To mass fires to support the extrication of threatened or isolated units.

Close air support provides the division commander highly responsive fires. CAS aids the

subordinate units in disengaging from the enemy and supports limited objective counterattacks. Aerial interdiction against enemy targets prevents enemy forces from establishing a parallel pursuing force.

Mobility and Survivability

Engineers use obstacles (friendly, enemy, and terrain) and other resources to reduce enemy mobility. Ideally, a battalion-sized force of engineers supports each committed brigade in the delay. Based on time available, engineers—

- Prepare point obstacle targets (road craters, abatis), destroy bridges, and block tunnels. Execution is normally delegated to the maneuver unit having responsibility for the AO.
- Emplace hasty minefield, cut antitank ditches, and emplace other antiarmor obstacles to block enemy high-speed avenues of approach and canalize them into choke points.
- Conduct denial operations against any resources that the enemy can use to sustain his attack.
- Improve routes between battle positions.
- Prepare hasty fighting positions for maneuver units.
- Prepare landing zones and airfields to facilitate rapid retrograde operations.

As units displace to the rear, chemical units may conduct NBC reconnaissance or provide a cover of smoke to conceal troop movement.

Air Defense

The air defense artillery battalion is employed based on the division commander's ADA priorities. Normally, one battery is in direct support to each committed brigade to protect critical division aviation, logistics, or command and control. ADA assets may also be used in a point defense of critical assets throughout the delay sector.

Combat Service Support

DISCOM elements must provide responsive support without interfering with the movement of tactical units. Their planning must reflect the critical nature of retrograde operations. This mandates push resupply with a priority towards fuel and ammunition—using fuel from local resources when possible and pre-positioning ammunition packages near fighting positions. Committed units' forward maintenance support teams (MSTs) repair equipment on-site or collect disabled vehicles for repair or evacuation. DISCOM elements move medical supplies to the rear to prevent capture or abandonment and destroy items of military hardware potentially useful to the enemy. They use battle damage assessment and repair (BDAR) techniques to return disabled equipment to combat.

Supplies moving into the forward areas should be kept to a minimum. This prevents their unnecessary hauling, destruction, or loss. Other DISCOM responsibilities include—

- Evacuating excess supplies and logistics facilities as early as possible.
- Providing the postal system specific mail routing, stop, and start instructions to prevent mail stockpiles and redirection requirements for redeployed units.
- Pre-positioning supplies along withdrawal routes to reduce enemy interference with supply operations, simplify resupply, reduce vehicular clutter, and permit the early withdrawal of supply units.
- Maintaining strength accountability, safety, and casualty reporting of units and individuals.

Command and Control

During the delay, division commanders position themselves where they can best control the operation. Their primary means of communication is secure voice radio. Because radio is vulnerable to EW, commanders may use visual signals, messengers, and wire line communications. The use of communications assets during the delay requires detailed planning because command posts and signal support nodes frequently displace.

CHAPTER 7

OTHER OPERATIONS

The division conducts other operations to support offensive and defensive operations. These operations may require augmentation of specialized equipment and personnel with special skills. The type of augmentation will depend on the characteristics of the area of operations, conditions under which they are conducted, the nature of the operations, or a combination of these factors.

RIVER CROSSING OPERATIONS

Division river crossing operations project combat power across a waterway while ensuring the integrity and momentum of the force. Divisions generally have no bridging for large-scale river crossing operations. These are conducted as part of a corps operation with additional bridging assets from corps engineer units. The best method of securing a river crossing, METT-T dependent, is through (or supported by) air assaults. Division headquarters anticipate and plan in detail for river crossings. The planning requirements and technical support are similar whether the crossing is hasty, deliberate, or retrograde. (See Field Manual 90-13 for a detailed discussion.)

Hasty Crossing

A hasty crossing of a waterway is normally done as soon as the unit reaches the waterway, using equipment at hand or readily available. It is planned and conducted as a continuation of the operation underway. Although the crossing is termed hasty, planning, SOPs, and battle drills ensure that fire support and crossing means are available to the force on arrival at the waterway. Loss of momentum is minimal.

Preferable to a deliberate crossing, the hasty crossing features decentralized control. A concise order articulating the commander's intent allows exploitation wherever subordinate units successfully force a crossing. When possible, advance elements seize crossing sites intact and ahead of the main body. When enemy resistance is light on both banks, the force does not have to clear all enemy forces from the river but exploits the enemy's confusion and inability to effectively oppose the crossing. The skillful use of night, smoke, fog, and bad weather is effective.

The force crosses the river at multiple points across a broad front as soon as its elements reach the river. Minimum forces remain behind to secure the crossing sites.

Deliberate Crossing

A deliberate crossing of a waterway is used when extensive enemy defenses are present, a division is moving from a defensive posture to an offensive posture, a hasty crossing is not feasible, or a hasty crossing is unsuccessful. Deliberate crossings require detailed planning and preparation.

In both the hasty and deliberate crossings, a crossing force commander plans and controls the operation. In a division crossing, it is normally the assistant division commander for maneuver (ADC-M).

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The crossing force commander has a temporary headquarters with minimum staff representation. Additional manning may come from the higher headquarters. Staff representation is as follows:

- G3: operations and area security.
- Division engineer brigade commander: crossing force engineer.
- Provost marshal: movement control.
- Division signal battalion commander: communications.
- DISCOM: logistics.
- Division air defense artillery battalion commander: ADA coverage.
- Division artillery: indirect fire support.
- Division chemical officer: smoke, NBC reconnaissance and decontamination.
- Division transportation officer: movement orders and control.

Planning for a river crossing is divided into distinct phases: advance to the river, assault crossing of the river, advance from the exit bank, and securing of the bridgehead line. During execution there are no planned pauses between the phases; the operation proceeds as the attack continues. (See Figure 7-1.)

Securing the division bridgehead line requires controlling the exit bank area. It must be large enough to accommodate the assault force and the support elements of the crossing force. It must deny the enemy the ability to observe and engage the bridgehead area. Terrain and space within the bridgehead must be defensible against a possible enemy counterattack. Objectives within this area are assigned to assault forces. Once the bridgehead is secured, the river crossing operation is completed.

With the division commander's guidance, the division crossing force commander and his staff plan a river crossing operation using the following tactical concepts:

- Assault forces lead the initial assault of the river and continue the advance from the exit bank to the bridgehead objective or to the air assault terrain objectives along the bridgehead line.
- Follow-up forces provide overmatching direct and indirect fire support, crossing site security, and follow and support assistance to the assault force.

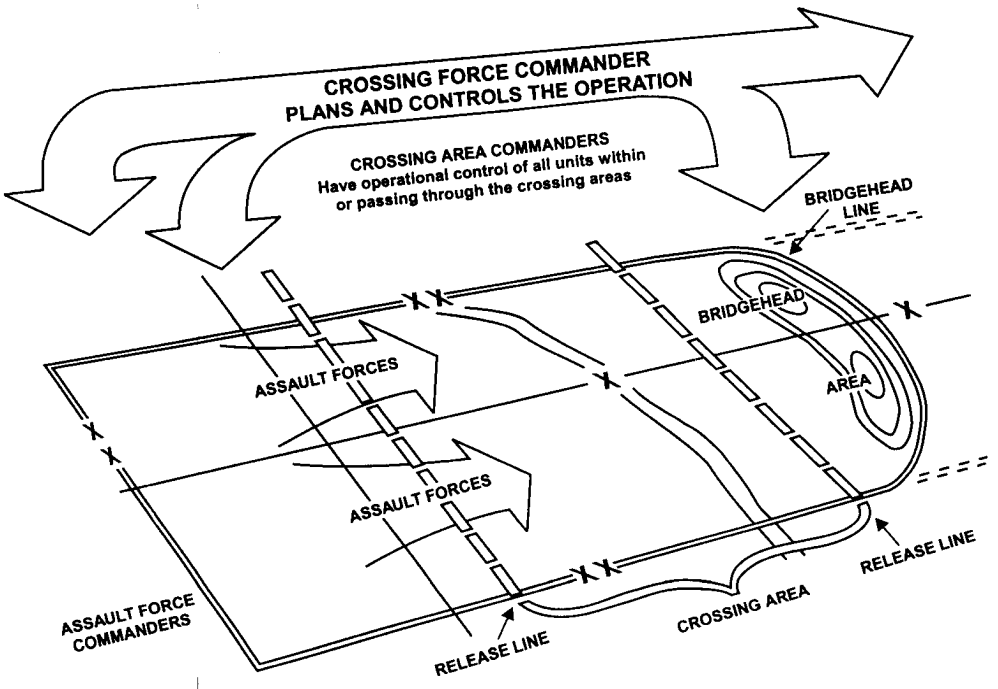


Figure 7–1. River crossing control measures

- Support forces develop crossing sites, emplace crossing means, control units moving into and away from the crossing sites, and orient the assault force to the objectives.
- CSS elements rapidly resupply the assault force once bridgehead objectives are secure.
- The division provides a combined arms reserve to defeat enemy attempts to disrupt the crossing operation.

The crossing force commander can employ air assault forces to secure terrain objectives along the bridgehead line. Ground forces crossing the river link up with the air assault unit to secure the bridgehead.

In division river crossing operations, brigades are the assault forces. Each brigade assault force is designated a specific crossing area. When the assault force enters the designated crossing area, control, not command, passes to the crossing area commander. Control reverts back to the assault force commander as the assault force leaves the crossing area.

Retrograde River Crossing

A retrograde river crossing operation is usually conducted when the enemy threatens to overwhelm the division. It may accomplish one of two objectives: establish anew defense on the exit bank of the river, or continue the retrograde to new defensive positions designated beyond the obstacle.

Retrograde river crossings are characterized by—

- Detailed planning and centralized control.
- Enemy control of maneuver initiative.
- High risk to friendly forces.
- Use of delaying forces to impede the enemy's advance and to trade space for time at the crossing sites.
- Forces on the exit bank providing defensive and overmatching fires.

The retrograde river crossing requires detailed planning just as a deliberate crossing. For planning, the crossing operation is divided into three distinct actions: delay, defense, and crossing. Although distinct, these actions take place concurrently on the battlefield.

Delay operations continue until the delaying force reaches the battle handover line. At this time, units occupying assigned defensive positions on the exit bank assume responsibility for the battle. The delay force then disengages and begins its rearward crossing. Large-area smoke operations including obscuration and deception should assist the rearward crossing operation.

A strong exit bank defense is established in each divisional section concurrently with the execution



River crossings are planned in detail because they require special equipment and personnel.

of delay operations. The defense of the exit bank must be as strong as possible with the available troops. The defense's primary mission is to overwatch the crossing of the forces remaining on the far side of the river.

Because friendly forces control both banks of the river for some period prior to the operation, they continually improve and repair existing bridges and crossing sites. They install or pre-position to the rear all available tactical bridging and rafting with the corps to supplement existing crossing means.

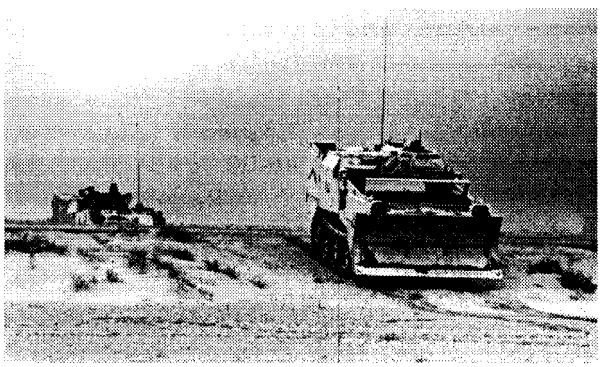
The difficulty of a retrograde crossing requires that the delaying, defending, and support forces clearly understand their missions and tasks. Operations within the retrograde crossing area include—

- Rapid and controlled flow of traffic across the river.
- Maximum use of concealment and dispersal.
- Coordinated crossing of equipment and supplies.
- Coordination between the defense and delay forces for the latter's use of crossing site.

BREACHING OPERATIONS

Divisions rarely plan and execute breaching operations. They are normally conducted at company team, battalion task force, or brigade level. (See FM 90-13-1 and FM 71-123.)

Division breaching operations are generally in stride or deliberate. Breaching operations require synchronization and, normally, rehearsals to be successful. Successful breaching operations maintain an attacking force's momentum in the face of enemy obstacle efforts.



Breaching operations, whether in stride or deliberate, require synchronization and, normally, rehearsals.

In-Stride Breaching

The in-stride breach is executed against weak defenders or very simple obstacles. A division required to breach an obstacle must attempt it in stride and rapidly to retain the initiative and maintain momentum. In-stride breaching uses standard actions on contact and normal movement techniques. It consists of planned, well-trained, and well-rehearsed breaching actions and reduction procedures. Key are obscuring enemy observation, suppressing enemy positions, and using surprise and initiative to breach the obstacle with minimum loss of momentum. Subordinate units normally move configured to execute an in-stride breach with organic and task-organized assets.

Deliberate Breaching

Division units conduct deliberate breaching operations to overcome complex enemy obstacle systems. Deliberate breaching operations require thorough reconnaissance, detailed planning, and extensive preparation. Forces conduct such operations when attempted in-stride breaches fail or the obstacles are too complex and beyond the capabilities of subordinate units.

The deliberate breach is centrally planned and executed. Subordinate elements are task-organized to accomplish the breach and receive specific missions and objectives. The breach often requires securing the far side of the obstacle with an assault force before and during reduction. Eliminating the far-side defenders also eliminates direct tire on the breaching forces. If the assault force does not totally eliminate the far-side defender, the force still fixes the enemy and reduces the enemy's ability to place tires on the breaching force. Artificial obscurants are used to deceive and prevent the enemy from interfering with direct or indirect observed fires.

PASSAGE OF LINES

A passage of lines is an operation in which one force moves through another force. It may be forward or rearward. The force may be moving into

contact or out of contact with the enemy. A passage of lines is a difficult and dangerous operation.

Forward Passage of Lines

In a forward passage of lines, a unit passes through another unit that may be in contact with the enemy. This is done to continue the attack. The stationary unit supports the passing unit until its fires are masked. A forward passage of lines is normally not done while in direct contact with enemy combat units. (Attacks to envelop or flank the enemy are normally conducted when friendly forces are in direct contact with enemy combat forces.) Planning for a forward passage of lines is similar to planning for a relief in place. On receipt of a warning order that directs a passage of lines, the passing commander and his staff establish liaison with the stationary unit. The passing unit normally collocates its TAC or main CP with the TAC or main CP of the stationary unit.

Close coordination is essential for a passage of lines. Commanders and staffs of the units involved coordinate—

- Exchange of information and intelligence on enemy forces.
- Exchange of tactical plans, to include obstacle plans.
- Exchange of standing operating instructions, especially common signals, such as flares.
- Arrangements for elements of the passing units to perform reconnaissance.
- Security measures during the passage.
- Selection of areas of passage and provisions for guides.
- Priorities for use of routes and facilities and provisions for movement control. The passing unit must have priority.
- Time or circumstances when responsibility for control of the area affected by the passage will be transferred.
- Provisions to provide continuous fire support and other combat support during operations.
- Unit CSS responsibilities.
- Exchange of liaison personnel at all levels.
- Collection and exchange of information on friendly minefield and other obstacles.
- Command relationship between passing CS and CSS units and facilities, and the stationary unit in whose area they may plan to locate.
- Measures to minimize vulnerability to enemy NBC munitions.
- Tactical cover and deception plans to retain secrecy and to aid in gaining surprise.

When possible, passage areas are along boundaries between stationary units. This reduces the risk that results when one unit passes directly through the occupied positions of another unit.

The passing unit has priority for routes to and within the area affected by the passage. The stationary unit is responsible for traffic control. During the passage, the passing unit augments the traffic control capability of the stationary unit.

Close coordination and understanding between commanders and staffs of the units involved are essential for a smooth transfer of control. When commands determine a time or identifiable event for transfer of control and responsibility to the commander of the passing unit, the information is disseminated to the lowest levels of both commands. Prior to the transfer of responsibility, the passing unit is TACON to the stationary unit in the area affected by the passage. Transfer of control may occur when the lead battalions pass the start points of their passage lanes. At that point, the commander of the passing division is committed and exercises tactical control over the stationary unit until the brigade (or brigades) is out of direct fire range of the stationary unit (or other agreed-upon phase line). Phase lines delineate areas of responsibility and control of units.

Direct and indirect fire from in-place units normally support passing units. After responsibility is transferred, the commander of the passing unit coordinates all fires. One technique is to use the indirect fires of the unit in place until passage is complete. The indirect fire means of the passing unit move to support the continuation of the attack.

The stationary unit furnishes the following CSS assistance to the passing unit:

- Evacuation of casualties and prisoners of war.

- Civilian and straggler control.
- Use of areas and facilities; for example, water points, medical treatment.
- Route priority and traffic control.
- Evacuation of disabled vehicles.

Movement schedules ensure that units do not stop (at least until the division's combat and combat support have completed the passage). This along with multiple passage points minimizes the time that two friendly forces are concentrated in a forward area.

Division commanders agree on support and termination arrangements. Normally, this occurs when all of the maneuver brigades (including reserve) of the passing unit have moved out of the direct fire support range of the passed unit. However, artillery fires, ADA, and other area and long-range weapons may remain in support until directed by higher headquarters or coordinated with the passing unit.

Rearward Passage of Lines

In a rearward passage of lines, a unit effecting a retrograde movement passes through the sector of a unit occupying a rearward defensive position. Withdrawal through a rearward position is executed to relieve an overcommitted or a depleted unit, as part of a retrograde operation, or to allow the pulled-back unit to accomplish another mission. The rearward moving unit may move to a rest area to refit and retrain, cover the withdrawal of another unit, or move to another area to be committed to other actions.

Division planning for executing a rearward passage of lines is similar to that for a forward passage of lines. On receipt of a warning order for an operation that entails a retrograde through a rearward position, the divisions collocate their main command posts to coordinate the operation while the TAC CP continues the close fight. All levels exchange liaison personnel.

The commanders and staffs of the units involved in the movement coordinate the same details as for a forward passage of lines. The unit passing through the rearward position coordinates its plan for recognition with the unit in position.

Selecting areas or points of passage that permit the rearward moving unit to pass around the flanks of the units in position reduces vulnerability to enemy attacks. Designating release points well to the rear of those positions also reduces the units' vulnerability to enemy attacks. The rearward moving unit has priority on roads and facilities to move rapidly through the defended area.

Coordination between commanders is critical to the successful execution of operations and the transfer of control and responsibility between stationary and passing commanders. The area affected by the passage, either in the zone of attack or the sector of defense, becomes the responsibility of the stationary force commander. Coordination is even more critical when the rearward passage is staggered or incremental across the sector or area of operations. This transfer of responsibility requires that the commander conducting the retrograde relinquish control of those elements of his unit that may remain in contact at the time of transfer.

The stationary unit furnishes the rearward moving unit with all possible assistance, to include combat, CS, and CSS assistance. Fire support of the unit in position is critical to the moving unit, especially in covering the withdrawal of detachments left in contact during a delay. The commander of the retrograde unit identifies the last element of his command as it passes through the stationary unit. He also reports clearance of his last element from the defended sector.

LINKUP OPERATIONS

Linkup operations are conducted to join two friendly forces. Both forces may be moving toward one another, or one may be stationary or encircled. Linkup operations are most often conducted—

- To complete the encirclement of an enemy force.
- To assist the breakout of an encircled friendly force.
- To join an attacking force with a force inserted in the enemy rear area (for example, an airborne, air assault, or infiltration force).

For a corps or joint force linkup operation, the division's higher headquarters establishes the command relationship between forces and the responsibilities of each. It also establishes control measures

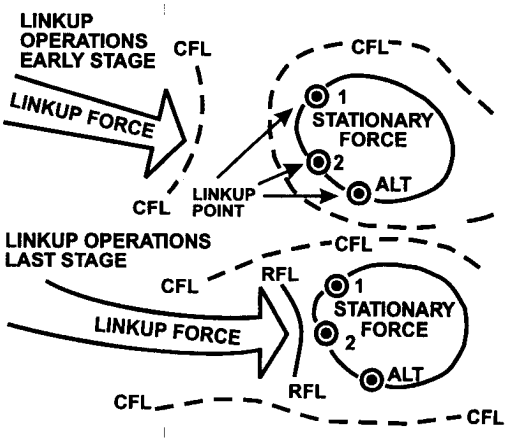


Figure 7–2. Control measures for linkup operations

to control maneuver and fires. These include linkup points, boundaries between converging forces, restrictive fire lines (RFLs), and coordinate fire lines (CFLs). Control measures are adjusted during the operation to provide for freedom of action and maximum control. The division headquarters establishes these control measures when linkup between division units is necessary. (See Figure 7-2.)

When one of the units involved is stationary, linkup points are usually located where the moving force's routes arrive at the location of the stationary force's security elements. Alternate linkup points are designated since enemy action may interfere with linkup at primary points. To assist in the linkup, stationary forces help open lanes in minefield, breach or remove selected obstacles, furnish guides, and designate assembly areas.

Linkup between two moving units is difficult. Primary and alternate linkup points for two moving forces are established on boundaries where the two forces are expected to converge. As the units move closer to one another, the need for positive control of fire increases. To protect the forces involved from firing on each other, a RFL is established between the forces as they near each other. However, commanders must ensure that the enemy does not escape between the two friendly forces. Leading elements of each force must be on a common radio net (CRN).

RELIEF IN PLACE

A relief in place is an operation in which one unit replaces all or part of another unit. Normally, the unit to be relieved is defending. The incoming unit (relieving unit) usually assumes the same responsibilities and deploys initially in the same configuration as the outgoing unit.

Purpose

Relief in place operations are normal in continuous operations. They are executed to-

- Introduce a new unit into combat.
- Change the mission of a unit.
- Relieve a depleted unit in contact with the enemy for reorganization or reconstitution.
- Retrain a unit.
- Relieve the stress of prolonged operations in adverse weather or terrain conditions.
- Rest a unit after long periods in an advanced mission-oriented protective posture (MOPP) or other exhaustive operation.
- Decontaminate a unit after chemical attack.
- Avoid excessive radiation exposure.

Relief in place is executed from front to back or back to front, depending on the situation. Normally, when minimum forces are employed on the FLOT, the relief is conducted from rear to front; when maximum forces are employed on the FLOT, the relief is conducted from front to rear. Commanders should also consider the following when determining how to conduct the relief:

- Strength and condition of relieved forces.
- Subsequent missions of relieved and relieving units.
- Capability of the enemy to detect and react against the relief.
- Characteristics of the area of operations.

Relief in place operations are termed as hasty or deliberate. Common considerations are secrecy, speed, and control. A relief must be concealed from the enemy as long as possible. Immediately on receipt of a relief warning order, units to be relieved initiate a plan for deception and operations security.

Once initiated, relief operations are vulnerable to enemy spoiling attacks. Delays during execution provide the enemy time to acquire, target, and fire

mass-destruction munitions. Intermingling of forces increases the burdens on command and control systems. Movement control, fire support coordination, communications nets and facilities, and security and obstacle plans require close coordination and liaison between all headquarters involved.

Planning Factors

The relief unit order includes the time for relief, relieved units and sequence, restrictions for advance parties, security, time and place for issuing the order, routine route priorities, and discussion of future missions. Coordination and synchronization are achieved primarily through overlay graphics, event sequences, and march tables. A current intelligence update is provided with the order.

Advance Party

On receipt of the relief warning order, the division organizes an advance party. The advance party infiltrates forward to avoid detection and maintains a low profile. For a deliberate relief operation, the TAC CP, reinforced with selected coordinating and special staff officers, collocates with the TAC CP of the unit being relieved. When time is short, as in the hasty relief, a small advance party consisting of TAC CP personnel moves quickly to the main CP of the relieved unit, conducts liaison functions for other staff agencies, coordinates the relief, and issues FRAGOs while subordinate units are moving to the area of operations.

Communications

To maintain security, the outgoing unit's radio nets, command frequencies, and operators are used. Increased radio traffic on the in-place unit net sends a message that something is about to happen. The outgoing division signal officer remains in charge of communications throughout the entire relief.

Fire Support

The preferred technique in a relief in place is to relieve artillery last. If possible, the outgoing unit artillery remains in position until all units are relieved. If the purpose of the relief is to continue the attack, all artillery remains in support.

Artillery is not required to relieve weapon for weapon unless firing positions are limited. Deception is enhanced and detection is minimized when relieving batteries locate near, and integrate their fires with those of, the outgoing unit. Until the change of control is designated, all field artillery, like all ground units, remains under the control of the outgoing commander. This requires close coordination with the supported units.

Air Defense

ADA units have two responsibilities. The first is to support the relief of forward committed forces. The second is to increase the ADA coverage over all primary relief routes. These tasks are accomplished jointly after the division relief plan is developed.

Passage of Control

Normally, the relieving division's TAC or main CP collocates with the outgoing unit's TAC or main CP, and both commanders or their designated representatives remain together during the relief. Rear CPs use liaison elements to plan support and meet requirements. Usually rear CPs do not collocate because of their size and subsequent vulnerability to enemy engagements. Initially, the unit being relieved has TACON over the relieving unit. Commanders, normally with corps guidance, determine a time or an event to effect the transfer of responsibility. For example, the agreed time for transfer could be when two-thirds of the ground maneuver forces of the relieving division are in place and prepared to conduct tactical operations. Control of all units within the division area of operations then passes to the relieving commander. All units in place, regardless of their parent organization, come under the TACON of the designated commander. When possible, a clear, short, and simple message is sent to all units in the sector acknowledging the transfer of responsibility.

Exchange of Equipment

Units may need to exchange certain weapons, supplies, equipment and, occasionally, vehicles. The corps identifies the division's common supply exchange items and any other specific equipment that warrants exchange. The division provides

guidance but leaves the details to brigade and battalion commanders.

Interoperability

Reliefs in future conflicts may involve, at some point, replacing a force from another nation. Planning considerations must include the following:

- Dissimilar unit organizations may require special adjustments in assigned sectors.
- Control of fire support may require special liaison.
- Language difficulties may require the increased use of liaison.
- Use of outgoing unit radios will require special arrangements.
- Ammunition incompatibility needs to be examined in detail.

ENCIRCLEMENT OPERATIONS

Conducting Encirclements

Encirclements are force-oriented operations to enclose and capture or defeat large groups of enemy forces. Although terrain objectives may be designated, isolation or defeat of enemy forces is the primary goal. Encirclements can be deliberate or unforeseen opportunities created by offensive action.

Factors of METT-T have a significant impact on whether, and how, to conduct an encirclement. Planning considerations include-

- Will the encirclement involve an envelopment, double envelopment, or other form of maneuver?
- What fire control measures will be needed during the envelopment?
- How will encircling units be organized and positioned to secure the LOC and prevent encircled forces' breakout attempts or outside enemy forces' linkup attempts?
- When, where, and how will linkup operations occur during the encirclement?

Encirclements make efficient use of attacking forces when it may be impractical or too costly to attack everywhere along an enemy's front. The ideal result is the surrender of the encircled force. This minimizes the loss of both friendly and enemy lives and equipment. Generally, encirclements consist of five actions:

- Exploitation and attack on converging axis.
- Extension of a pursuit or envelopment.
- Linkup operations and the establishment of the inner circle.
- Establishment of the outer ring to counter enemy reserves and to continue exploitation.
- Destruction, or forced surrender of, the encircled forces.

The complete encirclement of the enemy pocket is often not necessary nor efficient. It is more important to quickly cut all avenues of egress or resupply for the encircled force and to control air and sea LOC. (An encircled force that is resupplied and not reduced will remain a serious concern for the commander throughout future operations, and require dedicated forces to maintain the inner rings.)

Reduction of the pocket is extremely important as encircled forces (if left alone) can jeopardize offensive operations. Commanders should conduct operations to reduce the pocket day and night, without interruption, concentrating forces and fires until the encircled force is captured, or surrenders. Rotation of reduction forces ensures fresh units are continually attacking.

The pocket may be reduced by fire or fire and maneuver. The use of fires alone to reduce a pocket, though low in casualties, requires extensive resupply. The encircling force may be unable to sustain reduction activities or find itself unable to conduct other operations while attempting the reduction. This was apparent during the German-failed attempt to reduce Leningrad in World War II.

The mostN effective method of reduction is to divide the pocket, attacking from several directions simultaneously. This concentrates much larger forces against a much smaller enemy. Even with this technique of divide and conquer, pressure must be maintained on other forces in the pocket, concentrating on nodes, ADA systems, artillery systems, airstrips, command and control systems, and CSS.

Another reduction technique is to allow an attempted breakout and destroy the enemy force through planned attacks.

Defending Encircled

The mobility and noncontiguous nature of the future battlefield may create situations in which forces become encircled or bypassed. Through design or because of rapidly changing situations, units may be cut off from other friendly forces. Encirclement occurs when the enemy cuts off all ground routes for evacuation and reinforcement of division ground forces. Divisional forces face encirclement most often when enemy forces bypass defending units or an enemy counterattack cuts off advancing units.

Encircled force operations have occurred throughout history. Encircled US forces at the Battle of the Bulge conducted a successful breakout operation. US elements encircled at the Kasserine Pass were destroyed when their supporting forces could not reach them.

Encircled forces must continue the mission. The encircled force commander must attempt to establish communications with his higher commander. In the absence of communications, however, he must act on his own initiative within the higher commander's intent to maintain the integrity of his fighting force. Encircled forces have several options. They can—

- Conduct a breakout toward friendly forces.
- Attack and conduct small-unit harassment operations to bleed off enemy units from the main attack.
- Attack rear-echelon enemy forces and installations to disrupt their operations.
- Exfiltrate from the encircled positions toward friendly forces.
- Defend until relieved.

Friendly encircled forces that elect to stay in position and defend encircled must consider the following:

- Mission and commander's intent.
- Good, defensible terrain.
- Available reinforcement or relief.
- Availability of the necessary logistics and other combat support to sustain the operation.
- Mobility of the enemy.
- Motivation and discipline of troops.

The senior maneuver commander within the encirclement assumes control of all forces. He informs his superior of the situation and establishes a chain of command (if necessary) to ensure unity of command. He reorganizes fragmented units and attaches troops separated from their units to other units. A clear chain of command must be established quickly throughout the forces.

The commander immediately establishes an all-around viable defense. He attacks to seize favorable ground, if necessary. He improves fighting positions within the capability of available resources and identifies and closes seams and gaps in the defensive perimeter.

The commander establishes a reserve from available armored or mechanized units to react to perimeter penetrations. He positions them centrally to take advantage of interior lines. Quick reaction to perimeter penetrations maintains the encircled forces' defensive integrity.

All field artillery in the encirclement is reorganized and brought under centralized control of the senior field artillery commander. Fire nets and coordination measures are established. Although battalion mortars remain under the control of their parent headquarters, breakout or force survival may require the collective fires of all fire support assets. Artillery and mortars are dispersed throughout the encirclement to protect them from counterfire. Available fire support from outside the encirclement is coordinated through the senior field artillery commander's headquarters. This usually includes air support and may include other indirect fire means.

The senior logistician present assesses early the logistics posture of the encircled command. All logistics operations come under his centralized control. Airdrop or helicopter lift, if possible, resupplies the encircled force from the outside. A centrally located medical facility is established and casualties evacuated if an air supply line is open. If the force must break out, every effort is made to evacuate casualties with the breakout force.

The commander positions security elements as far forward as possible to provide early warning and initiates vigorous patrolling. He establishes local security throughout the force and strictly enforces passive security measures.

The commander immediately establishes communications with higher headquarters and remains informed about the battle outside the encirclement. Encircled units can furnish information on the enemy's rear area and assist in spoiling attacks and counterattacks.

The encircled force must continue to defend. Enemy forces may attempt to penetrate the perimeter size and split an encircled force. If friendly forces are weakened in the defensive battle, the perimeter size may need to be reduced. The encircled force must maintain its defensive integrity.

Soldiers in the encirclement must not be allowed to regard their situation as desperate or hopeless. Commanders and leaders at all levels displaying a firm resolve and positive attitude help maintain their soldiers' confidence. Keeping their soldiers informed suppresses rumors. Encircled defending forces must prepare for the linkup with relief forces using the considerations discussed earlier in Linkup Operations.

Breakout From An Encirclement

Breakout operations are planned, organized, and executed before the enemy has time to react. Commanders considering the breakout option face the critical demand of time. Encircled forces must act before the enemy decides on a course of action and begins to contain or destroy the friendly force. An early breakout is easiest, but it can be achieved at any time.

An attack to break out of an encirclement is a demanding effort. In most cases, the commander conducts a simultaneous defense in other areas of the perimeter. Tasks in a breakout include:

- Deceive the enemy on the time and place of the attack. If immediate breakout is not possible, the commander conceals his preparations and repositions to deceive the enemy. The direction for the breakout should not be the obvious route toward friendly lines unless there is no other alternative.

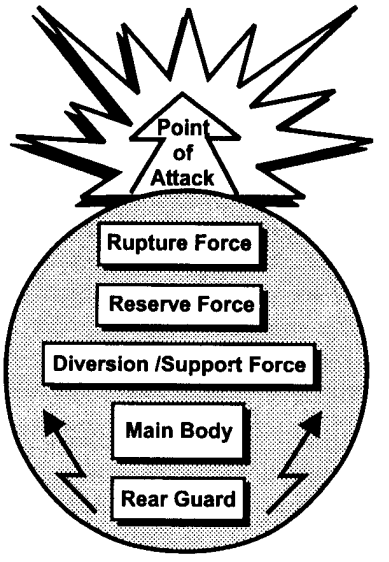


Figure 7–3. Organization for a breakout

- Identify and exploit gaps or weaknesses. Early in the encirclement, reconnaissance should locate gaps or weaknesses in the encircling enemy force. Although the breakout attack through a gap or weakness may be less director over less favorable terrain, this course of action avoids enemy strength and increases the chance for surprise.
- Exploit limited visibility. The cover of darkness, fog, or severe weather conditions favors the breakout because the target acquisition capability of weapons of the encircling enemy force is normally less effective in these conditions. However, waiting for darkness or limited visibility may provide the enemy time to consolidate his defense.
- Task organize for the attack.

Forces for the breakout are organized into five tactical groups. They are shown in Figure 7-3 and described in the following paragraphs.

Rupture Force. The encircled force attacks as soon as possible by employing one or more rupture forces to penetrate the enemy defensive positions. The commander must produce overwhelming combat power at the breakout point. The rupture force may vary in size from one-third to two-thirds of the total encircled force. Its mission is to penetrate the enemy encircling position, widen the gap, and hold the shoulder of the gap until all other encircled

forces can move through. It must be of sufficient strength to penetrate the enemy line. A favorable combat power ratio must be achieved at the point of attack by means of surprise, troop strength, mobility, and firepower.

Initially, the rupture force will be the main effort. The rupture force commander will probably have additional assets attached to his unit. These assets might include air defense or additional engineer personnel from any encircled engineer unit. The commander should integrate these assets for maximum combat power to achieve the rupture.

Reserve Force. The reserve follows the rupture attack to maintain the attack's momentum and secure objectives past the rupture. After the rupture force secures the gap, the reserve normally becomes the lead element. When a unit is given the reserve force mission, the commander must coordinate closely with the rupture force commander on the gap's location, the enemy situation at the rupture, and the enemy situation (if known) along the direction of attack past the rupture point.

Initially, the reserve passes through the gap created by the rupture force and continues rapid movement from the encircled area toward the final objective (probably a linkup). It must not become bogged down if it is to make secondary attacks. Artillery preparation may assist the reserve force in maintaining momentum out of the encircled area.

Main Body. The main body, which contains the CP elements, casualties, and CS and CSS elements, moves as a single group. It usually follows the reserve force through the gap created by the rupture force. One individual should command this element to ensure orderly movement. Security elements protect the flanks of the main body during movement.

Rear Guard. The rear guard consists of the personnel and equipment left on the perimeter to provide protection for the rupture and diversionary attacks (if a diversionary attack force exists). Forces left in contact must fight a delaying action on the perimeter so that no portion of the force is cut off. Under a single commander; the rear guard acts as a covering force to protect the main body from attack while it is moving from the area. In addition to providing security, it deceives the enemy about the encircled force's intentions. It simulates the activities of the encircled force until the force has cleared the gap. Once the breakout commences, the rear guard and any diversionary forces disengage or delay toward the rupture. Perimeter forces integrate smoothly into the rear of the breakout column. Once the breakout is achieved, priority of fires may shift to the rear guard action. Above all else, the attack's momentum must be maintained or the force will be more vulnerable to destruction than it was prior to the breakout.

As other units support or follow the breakout, the rear guard commander must spread his forces over an extended area. This will require flexibility and mobility of the rear guard. The perimeter must withstand enemy pressure.

Diversionary or Supporting Force. Enemy attention must be diverted from the location of the rupture. The breakout attack is assisted when a supporting attack (executed by a nearby friendly force) or a designated diversionary force diverts enemy attention and assets from the breakout effort. The breakout attempt should be timed to occur just after the enemy reacts to such a supporting attack. The diversionary force may be from either inside or outside the encirclement area. Forces participating in a diversionary attack should be as mobile as available vehicles and trafficability allow. Mobile weapons systems are ideally suited for this requirement. Any diversionary or supporting attack should be directed at a point where the enemy might expect a breakout or where a relief effort might occur.

Success of the diversionary force is important to the success of any breakout operations. If the force fails to deceive the enemy on the encircled force's intentions, the full combat power of the enemy could be directed at the rupture point. On the other hand, the diversionary force may rupture the enemy's lines. If a rupture occurs, the diversionary force commander must know the commander's intent. He may exploit this success, or he may have to disengage and follow and support the reserve force.

Exfiltration of Encircled Forces

If success of a breakout attack appears questionable and a relief operation is not planned, the least preferred option to preserve a portion of the force is through organized exfiltration. Exfiltration is preferable to capture and can distract the enemy from his main effort and produce intelligence for the main force. The encircled forces organize into small groups under small-unit leaders and exfiltrate

during periods of limited visibility through gaps in the encircling forces. Equipment that cannot be taken is destroyed and left behind (except medical supplies).

The commander that decides to exfiltrate his force in lieu of certain capture determines the size of units to attempt exfiltration and the control measures needed to maximize the percentage of the force that successfully exfiltrates. The commander may determine that fire support assets expend all ammunition on certain enemy positions to divert attention away from major exfiltration areas. He may also direct the time in which units should begin exfiltration and when equipment is authorized for destruction. Although exfiltration is not a preferred situation, a commander's planning presence and solid leadership will provide many tangible benefits in the protection of the force during exfiltration efforts.

DIVISIONS IN A DEEP OPERATION

Doctrine and recent experience recognize the ability of a corps to employ a division in a deep operation. Division commanders given such a mission must develop conditions for successful deep maneuver. Experience gained from Operation Desert Storm identified four BOS critical to the division in a deep attack: intelligence, fire support, command and control, and combat service support.

Division ***intelligence*** assets must acquire and track the enemy's air defense array to ensure uninterrupted deep aviation operations. Next, they must pinpoint the enemy's artillery. Hostile artillery is the enemy's most responsive means of suppressing the initial stages of the division's deep attack. Third, intelligence assets must identify the enemy's command and control centers. Suppression of these facilities will hinder the enemy's attempts at countering the deep attack. Finally, intelligence assets must fix the location of enemy forces to identify probable routes for the deep attack and the position of the enemy's reserve forces.

Fire support, both lethal and nonlethal, is the primary means to suppress the assets identified during the intelligence preparation of the battlefield. Precision joint fires are key to setting the conditions and support for division deep operations. Air sorties strike far beyond the FLOT. Attack aviation, organic and corps artillery, and electronic jamming must combine their power to destroy key strips in the enemy air defense grid, suppress enemy command and control nodes, and neutralize his reserve forces and precision weapons.

Command and control in cross-FLOT operations require centralized planning and decentralized execution. Commanders must be inventive. Mission orders, detailed rehearsals and backbriefs are critical. Commanders at all levels must firmly understand the operation's intent. Given the nature of deep operations, communications will be interrupted; therefore, subordinate commanders must share the commander's vision of the operation's end state in order to succeed. To reduce the interruption of communications, control procedures must be in place to efficiently use high frequency and satellite capabilities.

Combat service support is configured to provide flexible and responsive support to this high-tempo operation. The logistics planner must tailor a support package that is robust enough to support the operation while being lean enough to reduce the logistics tail of the operation. For the logistician to bring together this package, he must fully understand the intent of the operation and be able to answer the following questions:

- How long will the operation last?
- What forces will be involved?
- Is resupply of the force expected during the operation?
- What external resupply assets are available to the division?
- What mode of resupply is available (air or ground)?
- Will the unit establish ground resupply routes and, if so, when?

By answering these questions the logistician can determine the CSS requirements and capabilities necessary to support the operation. The logistics planner determines the assets available and the mode of resupply to improve the flexibility of support and increase the maneuver commander's options.

The commander focuses on the above considerations to set the conditions for a successful division

deep attack. Timely and accurate intelligence draws the picture of the battlefield; Precision fires precede and support ground and aviation maneuver. Automated command and control systems coupled with the effective use of high-frequency (HF) and FM radio and satellite communications provide mobile communications and extend critical communications links that are used to maintain the tempo of the attack. A tailored logistics package backed by a solid logistics plan sustains the operation.

As the US Army refines the organization and operations concept for Force XXI, deep operations will become easier to plan and execute. Intelligence gathering and dissemination will improve through automation and broadcast dissemination systems that provide a multiple-echelon common intelligence picture of the battlefield. Advanced Field Artillery Tactical Data Systems will allow commanders to mass precision fires at depth from dispersed locations. This, coupled with the enhanced range and lethality of the weapons systems, significantly improves the division's capability to set the conditions for deep maneuver.

Digitization and other advances in information technology will result in smaller, more mobile staffs with a common view of the battlefield and assured communications. Logistics will be modular, tailorable, and flexible to sustain Army forces during deep operations. These innovations will produce divisions much more readily able to conduct deep operations than their counterparts of today.

CHAPTER 8

OPERATIONS OTHER THAN WAR

US Army divisions focus on warfighting. When directed, however, divisions tailor, train, and deploy forces for operations other than war that support US national interests. Chapter 13, FM 100-5; FM 100-19; FM 100-20; and FM 100-23 are the Army's primary doctrinal references for operations other than war (OOTW). This chapter applies this doctrine to division commanders, their staffs, and division operations.

THE ENVIRONMENT

To understand the division's role in OOTW, review of the political-military environments of peace and conflict described in FM 100-5 is necessary. Peace is the state which countries presumably seek. Peace is not totally free of violence, but the violence that exists is generally not politically directed and organized. In time of peace, divisions dedicate themselves to preparing for war. Their mere existence and their activities are deterrents to war.

Conflict, on the other hand, is distinguished from peace by the introduction of political violence. Conflict is neither peace nor war, at least not as the United States defines war. Conflict is a political struggle in which organized violence serves political and psychological purposes.

All divisions have capabilities that apply to peace and conflict as well as war. Among these capabilities are leadership, organization, various skills, manpower, communications, mobility, and equipment. Additionally, US Army divisions can operate in all environments, have experience in multinational operations, can work under austere conditions, and can protect themselves from a wide range of threats. Army divisions may be called on to support national interests (and assist in preventing conflict and war) by applying these capabilities in OOTW. Our government may deem it necessary to employ the military element of power in OOTW for the promotion of our national interests.

The Army classifies its activities during peacetime and conflict as operations other than war. Peacetime activities can occur both at home and abroad. Peacetime activities include disaster relief and humanitarian assistance, counterdrug operations, support to law enforcement, military training exchanges, and multinational exercises. Division activities in conflict could include limited attacks, raids, base defense, support to insurgencies and counterinsurgencies, peacekeeping, and peace enforcement.

ROLE OF THE DIVISION

An OOTW mission often requires only part of the division. Typically, the division deploys with less than its full complement and should expect to command and control a variety of nondivisional forces. A command and control headquarters is normally selected based on the size of the deploying forces and the complexity of their mission. Commanders should preserve unit integrity and maintain the habitual relationships established in training, if possible. Occasionally, divisional units will be attached to another headquarters, such as special operations or Marines, for these operations.

Figure 8-1, page 8-2, depicts some of the more common OOTW activities in which divisional units participate. These are detailed in FMs 100-5, 100-20, and 100-23. Because of their versatility, division soldiers and units may be called on to perform tasks and missions for which they are not

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- Noncombatant Evacuation Operations
- Arms Control
- Support of Domestic Civil Authorities
- Humanitarian Assistance and Disaster Relief
- Security Assistance
- Nation Assistance
- Support to Counterdrug Operations
- Combatting Terrorism
- Peacekeeping Operations
- Peace Enforcement
- Show of Force
- Support for Insurgencies and Counterinsurgencies
- Attacks and Raids
- Other . . .

Figure 8–1. Common OOTW activities

specifically trained. Commanders assess their current capabilities and apply these capabilities in OOTW. Divisions may provide forces for hurricane relief, mountain search and rescue, and fighting of forest fires. Division versatility was evident during the Los Angeles riots when DIVARTY personnel of the 7th Infantry Division performed LNO functions as part of JTF LA. The artillery personnel were well suited for the operation in terms of on-hand communication equipment and individual and collective training for the LNO functions based on their war-time METL requirements. However, commanders need to make every effort to train their forces for specific OOTW missions and tasks prior to or immediately on completion of deployment.

In OOTW, as in war, the division conducts simultaneous operations. For example, the division could conduct peacekeeping operations at the same time it is deploying additional forces and securing facilities. Operations other than war are usually complex. Rarely will deployed forces be given a single task to accomplish.

OPERATION PROVIDE COMFORT

The Iraqi military brutally suppressed the ethnic insurrections in both Southern and Northern Iraq in the wake of Operation Desert Storm. President Bush directed that a relief effort be undertaken along the Turkish-Iraqi border to save Kurdish civilians who had fled into the mountains. This effort was initially to air-deliver relief items to the civilians no later than 7 April 1991, and to include plans for medical unit support to be provided in the southern border area of Turkey, if this became necessary. In contrast, on 22 March 1991, the 1st Brigade of the 3d Armored Division was tasked to begin humanitarian relief operations. This mission was accomplished, for the most part, with military assets.

BATTLE COMMAND

Within the Division

When the division headquarters is deployed for OOTW, it is often assigned as the ARFOR and works for a joint task force commander. ARFOR and JTF duties, responsibilities, requirements, and organizations are discussed in Chapters 1 and 3.

Typically, operations other than war focus on missions that require the efforts of CS and CSS units. These units work with US and foreign civilian agencies of government and with international and private organizations. The DISCOM, augmented with corps support, often has a major role providing CSS. This support includes such services as transportation, religious support, food service, water distribution, medical assistance, maintenance, and shelter. Combat support and combat service support units are frequently the main effort while combat units become the *supporting effort.*

Although often only part of the division deploys, as a controlling headquarters, it may receive attached or OPCON units from many external sources. These sources include Army organizations, other US military services, and multinational forces. The division often coordinates for the resources and involvement of other agencies of the US or foreign governments.

Divisional operations in OOTW are likely to be split-based as well as in depth. For example, a division forward C^2 element may direct forces conducting several critical tasks in an OOTW mission while the rest of the division supports from its home

station. Split-based operations are discussed in Chapter 3. The concept of operations in depth is discussed in Chapter 2 and can be applied to OOTW.

In Multinational and Interagency Operations

Overseas, operations other than war require the fully integrated efforts of US and multinational (military and civilian) organizations. When directed, the division headquarters provides C^2 and integrates these resources and their actions.

In interagency operations, the division commander usually does not have directive authority over other agencies. Interagency operations include both US and non-US governmental and nongovernmental activities. In these operations, the division (or elements of the division) will participate in a consensus decision-making process. Military commanders present the military position in a calm, persuasive manner and influence decisions with the force of their logic and the strength of their leadership skills. They focus on achieving unity of effort.

The division and its subordinate units exchange liaison parties (and equipment) with many organizations at several echelons. Civilian organizations, in particular, do not have the communications, data processing, and other equipment for controlling operations that is equivalent to, or compatible with, the military's. Therefore, the division may have to provide equipment, operators, communications, and other assets to civilian participants. Because TOEs authorize only enough material for the division's own needs, providing these resources to civilian agencies may require assets from a subordinate element or from outside the division.



The division's role in operations other than war includes humanitarian assistance and disaster relief activities.

In conventional operations, a headquarters exchanges liaison parties with adjacent and higher organizations. Liaison requirements for OOTW are much larger. The division may exchange liaison parties with other service components, US government agencies (such as embassy, US Agency for International Development (USAID), US Information Service (USIS)), foreign and international government agencies, multinational military forces, as well as private organizations. Because units may operate in widely separated locations, subordinate commands also exchange liaison parties with a variety of organizations.

Communication systems are of special concern. They require special emphasis to ensure their availability.

Liaison in OOTW involves complex and politically sensitive issues requiring LNOs with maturity and experience. They may also have to be language-qualified or able to work effectively through an interpreter. Foreign area officers and special operations forces (Special Forces, PSYOP, and civil affairs) personnel, specialized in area studies and language-qualified, are well suited to liaison missions. The US Army's use of SOF liaison teams with multinational forces during Operation Desert Storm was extremely successful.

PRINCIPLES

Many of the time-tested principles that apply to warfare also apply to OOTW. Other considerations are equally important. Collectively, these are referred to as the principles of operations other than war. The principles, shown in Figure 8-2, page 8-4, are detailed in FM 100-5. To be successful in OOTW, division commanders must understand these principles and apply them to their operations.

The military objective may be a limited one. For example, in Bosnia-Herzegovina during 1994, the mission of the United Nations Protection Force (UNPROFOR) was limited. It was simply to protect

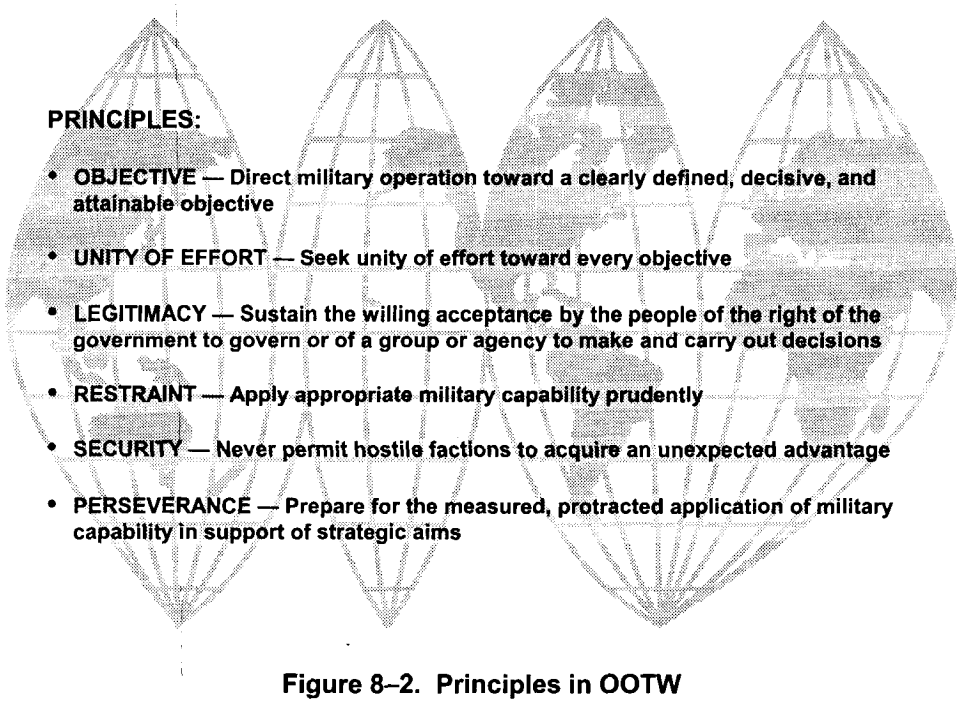


Figure 8–2. Principles in OOTW

the humanitarian relief convoys. UNPROFOR was not charged with ending the conflict and solving the political problems. In Somalia, US forces had a similar mission during 1993-94. Success of attaining military objectives is measured against the stated military mission. Division commanders should not, themselves, expand the mission; they must keep the political goals and objectives in mind. Commanders understand that goals and objectives (and their missions) may be expanded by a higher headquarters with perceived successes or setbacks.

Most operations other than war do not involve clear lines of command and control for all agencies (foreign and domestic) participating in the operation. Often military commanders and their units contribute towards the final objective instead of leading the way. In this regard, the concept of unity of command gives way to the concept of ***unity of effort.*** All actions by all agencies should support success of the overall mission. The overall goal is for all actions to contribute to unity of the effort.

Legitimacy is relative. Some people will always support a US political-military operation; others will always oppose it. The balance, however, is likely to shift with changing perceptions.

The way the division conducts its operations will shape both domestic and foreign public opinion. Use of force must be seen as necessary only after peaceful means have been exhausted. The violence employed must be proportional to the threat; it must never be seen as excessive. Military public affairs and PSYOP, through their communications and information channels, can support legitimacy of the division's operation by explaining Army actions.

Equally important is the legitimacy of the host nation government—the willingness of the population to accept the right of the government or other group or agency to make and enforce decisions. Popular vote does not always confer or reflect legitimacy. It derives from the perception that authority is genuine and effective and uses proper agencies for reasonable purposes. Legitimacy is the central concern of all parties directly involved in a conflict. It is also important to parties involved indirectly.

Rules of engagement (ROE), when properly prepared and applied, clarify the proper ***restraint*** necessary to aid in accomplishing the mission. ROE may be prepared by the division commander or promulgated by higher authority. They are designed to protect the force, to prevent escalation of hostilities, and to avoid casualties. Although ROE are determined by the factors of METT-T, they may or

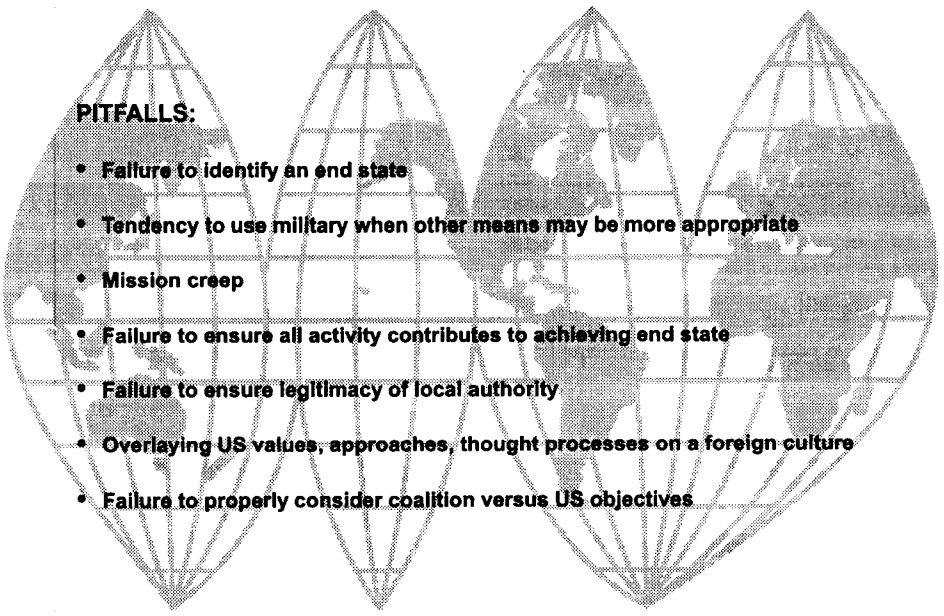


Figure 8–3. Pitfalls of OOTW

may not be very restrictive. The issuing commander must determine just how much force is enough to accomplish his mission. He must understand the threat and provide a force package that includes appropriate protection. (See the discussion of ROE on page 8-8.)

Operations other than war are normally executed in response to a political directive, such as a resolution of the United Nations Security Council. The directive provides the authority for and limits of military action. The staff judge advocate assists the division commander and G3 in preparation of ROE. His recommendations are based on the authoritative political and appropriate legal directives.

The rules of engagement should provide first for the protection of the force. Then, they should authorize such coercive options as may be required and appropriate while avoiding casualties and unnecessary property damage. Generally the purpose of OOTW is not to destroy an opponent's capability, but to change his behavior, stabilize the situation, and return life to "normalcy."

Regardless of their mission, commanders ***secure*** their forces. The presence of division forces in any operation around the world evokes a wide range of actions and reactions. US Army commanders act to ensure hostile factions do not acquire an unexpected advantage. Commanders and staff should never be lulled into believing that nonhostile missions or environments do not contain risk. Commanders protect their soldiers and soldiers have the right to protect themselves.

Conflict resolution is a time-consuming process and military support may require a long-term commitment. A conflict may continue for months, years, or decades. Division elements employed in OOTW must exercise ***patience and perseverance*** to continue the mission for as long as it takes.

Operations in an environment of conflict may not lead to a conclusive victory. Instead, such operations may be reduced gradually in scope and eventually ended without significant measurable result. However, even limited success in OOTW is preferable to war. The division must be patient, adaptable, and determined to support national policy for as long as may be necessary. Success of operations in conflict comes from avoiding the pitfalls depicted in Figure 8-3. Success also comes from an understanding of the cause of the conflict, a consistent concern for legitimacy, the determination to persevere for the long haul, the patient use of restraint, and a continuing explanation of Army actions to all interested publics.

BOS CONSIDERATIONS

Division forces may deploy to support OOTW activities as individual units, or as task forces. The division may deploy as a whole unit during large-scale disaster relief efforts or deploy as a single unit in a peacekeeping operation. Whatever the mission, commanders task-organize their forces for operations, normally as a component of an interagency, a joint, or a multinational operation. The following paragraphs discuss specific considerations within each battlefield operating system.

Intelligence

Tailored Intelligence

In OOTW, as in war, the intelligence cycle continues to be to plan and direct, collect, process, produce, and disseminate information and intelligence products. The division's intelligence staff tailors traditional products to meet specific needs of commanders conducting OOTW missions. Care is taken to ensure intelligence activities do not violate US law pertaining to both military intelligence actions in CONUS and to US citizens overseas.

Greater Human Intelligence

OOTW will often cause a greater reliance on and access to HUMINT. Contacts with host nation, governmental agency, and multinational personnel will result in overtly collected HUMINT intelligence and other information which is of value to commanders.

Sharing of Intelligence

Downgrading and sharing US intelligence with non-DOD US agencies as well as military and non-military multinational organizations challenges commanders and their intelligence staffs at all levels. Special arrangements and specific guidelines must be established to meet this need.

Intelligence Preparation of the Battlefield

Missions in operations other than war, as in war, require intelligence preparation. The IPB process applies in OOTW; however, its focus is on terrain, weather, and socio-political issues as well as on the threat. In some cases, the threat may not be "enemy personnel," but factors such as underlying causes of instability or extant conditions in the host nation. In OOTW, terrain and weather considerations or activities such as disaster relief and humanitarian assistance are of major importance. Considerations include—

- A detailed analysis of key terrain, transportation networks (trafficability and location), built-up areas, water, serviceable airfields, and possible landing and drop zones.
- Climatic and environmental weather conditions for a region that may affect the mission. For example, hot, humid areas may require the acclimatization of soldiers.
- Political, social, and economic factors that may affect the end state of the division's operations. These factors include the receptiveness of the host nation population to US forces, sources of political instability, ongoing insurgencies, cultural sensitivities, and standard of living. (This type of information is often available in civil affairs area studies.)

Planners throughout the division anticipate specific OOTW mission requirements. They develop creative, useful IBP products to display this information.

Maneuver

Analysis of Plans

Once tasked to support outside continental United States (OCONUS) OOTW activities, the division staff analyzes appropriate theater strategy, campaign plans, and concept plans (CONPLANs) of the gaining combatant command. The theater strategy articulates the CINC's vision for his theater. In most cases, it provides guidance, direction, and opportunities for peacetime activities in general terms of ends, ways, and means. The campaign plans and CONPLANs identify theater objectives, sustainment concepts, needed resources, and specified and implied tasks. Supporting plans developed by the Army service component command provide more definitive guidance on essential tasks.

Interoperability

The division considers potential interoperability with other US and non-US organizations. Planning

for interoperability includes appropriate liaison, supplies, equipment, guidance, instructions, and procedures that are useful to the intended user.

Training

The division considers training with both US and non-US agencies who will be involved in the operation. This training may occur prior to deployment or in the area of operations after deployment. Such training may include (but is not limited to) tactics, techniques, and procedures; nation assistance; cultural and environmental issues; liaison; and vehicle and equipment maintenance.

Fire Support

Lethal Fires

When considering the use of lethal fires and the deployment of fire support systems, commanders carefully weigh protecting their force with METT-T. OOTW missions rarely lead to the deployment of large amounts of heavy weapon systems. The political nature of OOTW makes precision fires critical and ROE often restrict the use of lethal fires. Planning and delivery of fires must preclude fires on protected targets, unwanted collateral damage, and political ramifications of perceived excessive fire. Mortars, due to their smaller bursting radius, may reduce collateral damage. Mortars may provide illumination rounds to demonstrate deterrent capability, observe contested areas, support friendly base security, or assist patrolling maneuver forces. Division commanders rely heavily on joint fire support and precision munitions, using systems such as AC 130 aircraft, attack helicopters, and tactical air when increased combat power is required to respond to a significant change in the situation.

Nonlethal Fires

Because division activities in OOTW support political objectives, commanders pay close attention to the use of information. Information affects both political and military objectives. Military PSYOP, civil affairs, and public affairs are the division commander's primary means of communicating to foreign and internal audiences, respectively, his actions and intents. PSYOP and civil affairs are well suited for both short- and long-term OOTW missions. The division commander's cooperation with the media is important to strengthen legitimacy and promote both foreign and domestic popular support for his effort. Finally, in some OOTW situations, the division commander may employ electronic attack as part of his nonlethal fires.

Mobility and Survivability

The division considers requirements and augmentation for general engineering. These may include planning for reconstruction and new construction of transportation and public utilities, such as public hygiene facilities, waterworks, sewage treatment, telephone, and power plants and facilities. In some operations, division engineers may be asked to clear mines and provide limited vertical and horizontal engineering construction.

Air Defense

The division's air defense officer coordinates and recommends to the commander appropriate integration of joint and multinational air defense systems. He should consider the availability, coverage, capability, and interoperability of joint, host nation, and multinational air defense assets. If reliable air defense is available from other sources in country, the commander may choose to rely on them as opposed to deploying additional divisional and nondivisional assets. This is especially useful if an in-country troop ceiling exists. Additionally, the commander ensures that detailed air defense ROE are established and deploying forces undergo specific hostile aircraft identification training.

Combat Service Support

Environmental Conditions

Logistics plays an important role in OOTW. Often OOTW missions occur with short notice and in austere environments. These conditions stress and stretch the division's CSS capabilities.

Transportation Services

Division planners consider requirements and augmentation for transportation services. These services may include terminal operations, warehousing,

loading, and distributing of food, water, equipment, and fuel.

Health Support

Traditionally, OOTW missions require extensive health support. The division plans for increased preventive medicine and veterinarian services. A tailored medical support unit will be configured considering the stated mission and objective within the framework of local as well as US legal requirements. (See Appendix E and FM 8-18.)

Law and Order

OOTW may require additional military police (MP) for the division. When required, the corps MP brigade augments division MPs for law and order support. MPs conduct joint patrols with host nation or multinational forces to maintain order, evaluate host law enforcement operations, as well as conduct security operations. (Note, however, that the Foreign Assistance Act of 1961 forbids the military from training host nation police.) Division MPs will establish liaison with local host nation police.

Funding and Contracting

Funding and contracting for host nation (or another nation's) support require special planning and attention by resource managers, S5 and G5, division staff judge advocate, and the supporting finance battalion commander. Additionally, these officers determine contracting procedures to be used in the assigned AO.

The division contracting officer works closely with the G4, G5, division engineer, and DISCOM commander to determine contracting requirements prior to, during, and after the operation.

Staff Judge Advocate

The division SJA advises commanders and G3 and S3 on legal limitations and Title X restrictions concerning the use of forces. The SJA receives the JTF or corps ROE from the division G3. He recommends changes to the division commander and G3. The SJA works with the division staff and subordinate commanders to ensure that ROE support the operation.

Rules of Engagement

Generally, ROE explain the circumstances and limitations under which US forces initiate and continue engagements with hostile forces. In all operations, commanders are legally responsible for the care and treatment of civilians and property within their areas of operations until they are transferred to a proper authority. ROE assist the commander in fulfilling these responsibilities as well as completing his mission. Often ROE must be accompanied with commander's guidance for clarity. While ROE are tailored to each situation, nothing negates the commander's obligation to take all necessary and appropriate action in unit self-defense.

Detailed ROE and self-protection often appear as an appendix to the division's OPORD. (Additionally, commanders often publish and distribute a pocket-sized ROE card for soldiers to carry.) ROE prevent indiscriminate use of force or other violations of law or regulations. ROE and self-protection issues include:

- Proper conduct and regard for the local area population.
- Proper respect and actions regarding private and public property.
- Use of deadly force, appropriate actions prior to using deadly force, and situations where deadly force is *not* appropriate.
- Use of unattended means of force (such as mines and booby traps).
- Restrictions on employing certain weapons in the area of operation.
- Confiscation and use of non-US weapons and property.
- Use of riot control agents.
- Detention and handling of various categories of people.

A good unclassified example ROE is found in FM 100-23.

Personnel

The G1 continues to provide routine personnel support to the division. For OOTW missions, the G1 initially focuses on unit strengths and low density military occupational specialties (MOSS) that

may be critical to the particular mission. Language or specific skills (such as medical, legal, religious, or cultural) may require augmentation.

Logistics

The G4 monitors the division's logistics status. The G4 compiles detailed estimates for all classes of supply and equipment. He determines what prescribed load lists (PLLs) are critical and recommends increases in quantities to the division commander. The G4 also estimates the type and amount of support needed and available from the Army service component command or other agency within the AO.

For disaster relief or humanitarian assistance missions, the G4 may assume a leading role in division. These operations revolve around the distribution of food and supplies, shelter, and medical evacuation and support. The division's logistics system may be required to coordinate with many agencies and distribute large quantities of government and nongovernment supplies.

Civil Affairs Staff

The G5 reviews regional studies of AOs and, through the G3, coordinates for, and recommends to the commander appropriate use of, civil affairs. The G5 also examines needs assessments conducted for the AO to see what units must actually do and requests PSYOP in support of CA-related activities. The G5 identifies the HN agency responsible for the operation, the level of HN participation, and points of contact within the HN government.

Command and Control

Decision Making

Divisions use the military decision-making process described in FM 101-5 as a framework for collecting information, analyzing possible courses of action, and making good decisions. Although operations other than war may differ in orientation from traditional, combat missions, the military decision-making process is still used (and may be expanded or modified) to make decisions in an OOTW environment.

Assumptions

The division staff develops assumptions needed to replace necessary, but missing, facts and to facilitate planning. Assumptions developed during the initial planning may include some of the following:

- Limits on deployed personnel.
- Availability and type of transportation assets.
- Force protection requirements.
- Training requirements.
- SOF participation.
- Security assistance organization (SAO) role.
- Use of reserve component forces.
- Other US government agencies' roles.
- Lodgment sites and responsibilities.
- Host nation requirements and expectations (OCONUS).
- Political and social implications of the division's actions.
- Funding and special equipment requirements.

Public Affairs

The role of public affairs and coordination with news agencies will be important to how the division is viewed and to the perceived success of each operation. In OOTW, the PAO may be the centerpiece of the commander's special staff officers because of the nature of OOTW and the principle of legitimacy, which can be greatly influenced in an OOTW environment.

Agency Coordination

Support to US civil authorities, other than counterdrug operations, is usually a crisis response, but in either case, US government agencies may have the lead in planning and employing division assets. Once committed, the divisions normally initiate direct coordination with local government agencies (such as Federal Emergency Management Agency (FEMA), US Forestry Service, US Coast Guard, or Foreign Relief Agency) to analyze their plans, receive their guidance, and make recommendations. This coordination is always performed through the division CMOC.

CHAPTER 9

FIGHTING ON THE DIGITIZED BATTLEFIELD

The division commander moved with 1st Brigade as his division, equipped with modern technological enhancements, continued its attack in zone. The 1st and 2d Brigades were attacking side by side. The main effort, 1st Brigade, was on the north; 2d Brigade, making a supporting attack, was on the south. Although some images appeared a bit grainy, the commander could easily follow the movements of his forces on his command and control vehicle's display unit. He could see Task Force Dragon, 1st Brigade's lead task force, closing quickly on its electronic line of deployment.

"Dragon 6 to all Dragon units... Move... Over!"

In perfect ripple, subordinate commanders responded: "Dragon 20.. .Move... Out."

"Dragon 30.. .Move... Out."

"Dragon 40... Move... Out."

LTC Smith, the task force (TF) commander, entered the launch command into his onboard computer with one key stroke. The word 'MOVE' flashed red in the bottom left corner of all task force vehicles' command displays. Dragon task force deployed.

LTC Smith patched his scouts' optical scanner and the UAV video into his central processing unit. His advanced land combat task force of MIA3s and M2A5s rolled across the desert toward the enemy positions 25 kilometers away. The dispersed task force effectively evaded the enemy's artillery concentrations.

Attacking at 50 kilometers per hour, the task force converged only momentarily to slip through pinpointed passages in obstacles, then dispersed again. The enemy's obstacles were placed to hold an attacker, but they barely slowed the task force as it moved behind engineer assault vehicles using liquid explosion in-stride breaching techniques.

The defender was alert, well armed, and ready. His forces were much better than the Iraqi army destroyed in Operation Desert Storm. His new training technologies, long-range antitank (AT) weapons, and improved T-80 tanks had given him confidence. However, this confidence now began to wane.

LTC Smith's vehicle and his rear command post synchronized their common view displays of the zone of action. They could see that most targets had already been acquired by UAVs, processed and correlated at ground centers, and attacked by Comanches with blinding speed and violence. The bulb of dug-in enemy vehicles were smoldering as the task force rolled past. (Obviously the enemy had not been ready for the Comanches' stand-off range and "smart" munitions.) Dragon TF vehicles scanned for signs of live enemy. With their second generation forward-looking infrared sights, TF gunners could easily identify the images of TF vehicles as "friendlies."

Ten kilometers from the "hot" enemy sensings forward of the airfield, the TF vehicles swerved hard right in unison. The battalion commander had directed the preventive movement simultaneously to the force through his vehicle's onboard computer-decision-support processor. The maneuver worked. Enemy artillery fire fell along the task force's previous axis.

The task force's information exchange was automatic—all command vehicles and the rear command post knew precisely where everything was and where it was supposed to be. There was no guessing, no lack of information or intelligence. And there was no mistaken identity.

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DIGITIZATION 9-2
AUTOMATION ARCHITECTURE 9-4

Friendly artillery was being fired with pinpoint accuracy from the recently acquired advanced field artillery system guns, with each enemy position taking a precision "burst" of advanced projectiles in a time on target (TOT). Overhead, two small UAVs were circling, providing precise, real-time targeting data and battle damage assessment. These miniature aircraft were loaded with reduced-weight imaging infrared, millimeter wave, and optical correlators. Their information was available simultaneously throughout Task Force Dragon.

The defender was no match for the violent combat power massed on him. It must have seemed to him like both magic and a nightmare—not a battle, but an almost instantaneous blanket of destruction accurately pinpointed across his entire force. The enemy commander could only watch as his dug-in tanks and AT weapons were destroyed in a 15-second wave of precision task force fires.

It was over in minutes. The Task Force Dragon infantry dismounted and, in total darkness, rounded up stunned groups of prisoners. With virtually no sound, they swept through buildings, hangars, and underground facilities. Each Dragon soldier was equipped with integrated protection gear. The light-weight space-age Kevlar jump suit of integrated circuits provided communications, position location, thermal imagery target acquisition, and identification, friend or foe (IFF). The suit was specifically designed for dismounted assaults and clearing operations at night.

LTC Smith's digital monitor read... "OBJECTIVE 2005 SECURED!"

THE IMPACT OF NEW TECHNOLOGY

An unparalleled change in our culture has occurred through the proliferation of microprocessors and their application to communications and shared information. Continued improvements in this technology are disrupting our old ways of doing business. As a result, Army divisions will continue to evolve how they collect, process, absorb, store, distribute, and communicate information. What is "state of the art" in warfighting technology today may be obsolete and replaced tomorrow.

The digitized force has significant advantages over conventionally equipped forces. Digital technologies increase situational awareness; improve the planning, preparation, and distribution of orders; enhance the timeliness and accuracy of reporting processes; and enable precision fires to establish the preconditions for decisive maneuver. Commanders who leverage these capabilities have a significant advantage over an enemy who is not equipped with equal technology.

The introduction of digital technologies into the Army will not occur simultaneously throughout the force. Within the corps, the integration of digitally equipped units with conventionally equipped units presents unique challenges for the commander and the staff. Procedures must exist for communicating with and supporting all elements of the force (joint, multinational, government, or nongovernment agencies). This communication is achieved through exchanging liaison officers and establishing additional voice communication capabilities. Operations are synchronized through battle drills and SOPs. Finally, digital information is processed for distribution to conventionally equipped units via compatible means.

Once achieved, automation enhancements in the electronic connectivity between and among all Army echelons will result in more speed, precision, agility, and flexibility in our divisions. Ongoing enhancements have already improved the division's lethality, serviceability, versatility, sustainability, and deployability. In short, as technology advances, divisions will generate greater combat power and precision when and where needed.

DIGITIZATION

The Army defines digitization as near-real-time transfer of battlefield information between diverse fighting elements to permit a shared awareness of the tactical situation. The goal of digitization is to create global, integrated digital information networks that support the warfighter. Through digitization, the division commander and his staff will rapidly transfer, receive, or query information and

its sources. When the Army achieves this goal, our commanders will have friendly and enemy operational and service support information that is much more accurate and processed faster than at anytime in the past. The digitization effort will affect every battlefield operating system.

In ***intelligence,*** digitization will allow the commander to cue intelligence collection resources based on information received from a variety of sensors and systems. This process will optimize resources by using intelligence assets and activities more efficiently. Digital imagery and other intelligence products will be directly downlinked from satellite systems simultaneously into command posts and combat vehicles (even while they move).

Digitization in ***maneuver*** will allow for a smaller friendly force, supported by precise, responsive fires, to defeat or destroy an enemy. Commanders may employ a smaller number of maneuver forces during the decisive phase of the battle with less risk. Digitization will also result in pinpoint navigation through a global positioning system (GPS). Forces will move faster and more safely over familiar and unfamiliar terrain.

In ***fire support,*** digitization will provide automatic entry into fire control nets from any unit on the battlefield. Fire support requests, together with computer-generated fire mission reports, will update intelligence data bases, displays, and staff estimates with information such as enemy locations, units, kills, and BDA. The result will be faster and more precise fire support, less rounds fired, and a more accurate intelligence picture of the enemy. Further, digitization in fire support will—

- Automate tire planning and fire control. Fire planning that is computer-assisted will optimize tires and distribute accurate and up-to-date fire control measures throughout the friendly force. The end product will be faster, and more effective, fires with much less risk of fratricide and accidental damage to protected areas and targets.
- Allow staff officers to more precisely target and track an exponentially greater number of targets than we have ever targeted or tracked in the past.
- Provide direct, automated sensor-to-shooter links resulting in significantly faster fire support.

Digitization in ***mobility and survivability*** will enhance mobility and survivability planning, execution, and resupply. Obstacles—enemy, friendly, and terrain (with their passage lanes)—will be cataloged, numbered, described in detail, and displayed throughout our force and be available to follow-on forces. Digitization of these functions will result in less fratricide and better information on obstacles. Digitization will improve the accuracy, timeliness, and efficiency of engineer estimates; use of engineer resources; and obstacle plan development with computer-generated planning tools and data bases.

In ***air defense,*** computer-generated airspace control graphics and planning templates will enhance airspace command and control. A^2C^2 information will be provided to all appropriate command posts, command vehicles, and directly into aircraft. Digitization will also allow better and faster IFF identification and minimize fratricide. Faster and more precise tracking and engagements will significantly limit the effect of enemy air attacks on division operations.

Digitization in ***combat service support*** will result in computer-generated CSS reports sent from onboard vehicle computers to central data bases. Access to these data bases will result in precise resupply requirements compiled for each soldier, vehicle, and unit.

Digitization will also reform health support. Computer-generated medical evacuation requests will incorporate GPS locations, and automatically update personnel, CSS, operational, and medical data files. Use of these files will raise the quality of medical support and result in better personnel estimates and actions.

Requests for repair parts and other supply items will be automatically generated. These will enter a central data base that can be accessed from anywhere in the world. Responses to these requests can be packaged and sent to appropriate supporting units and identified for specific systems. All units concerned will be notified simultaneously as requests are sent and requisitions are filled. Digitization will result in more accurate and more efficient combat service support.

In ***command and control,*** digitization will allow automated unit reports and graphic overlay reports. These will be sent to central databases that provide commanders with an accurate picture of the situation. The automation and burst data transmission

of reports will eliminate late, inaccurate, or incomplete reports. The requirements for radio conversation will be less.

Doctrinally correct operational graphics will be created and distributed rapidly to the force. (This is a great improvement over our current manually drawn graphics reproduced on copying machines and distributed by a messenger.) This change will result in precise, accurate, and up-to-date control measures throughout the friendly force. Digitized friendly and enemy unit locations will result in a common view and understanding of the battlefield.

Communications, planning, and decision making within the force will also be improved. Burst-transmitted digital data files will be added to our more traditional means of communications (for example, FM, AM, FAX, teletype, telephone, and messenger). More precise and up-to-date information together with computer-generated decision tools will result in faster planning and decision making.

Digitization will better focus limited assets and resources. Commanders can cue resources based on information received from a variety of sensors and systems. This process will optimize assets and activities to accomplish the assigned mission.

Through digitization, redundant communication means will limit loss of communication between units. These means include digital message equipment, computer nets, traditional radio nets, facsimile, conventional telephone systems, cellular telephones, and satellite communications.

AUTOMATION ARCHITECTURE

The backbone of the division's digitization efforts will be the Army Battle Command System (ABCS), discussed in Chapter 3. ABCS will be composed of—

- Maneuver Control System (MCS).
- Advanced Field Artillery Tactical Data System (AFATDS).
- All Source Analysis System (ASAS).
- Air Defense Command and Control System (ADCCS).
- Combat Service Support Control System (CSSCS).

When fully implemented ABCS will—

- Link installation sustainment information systems that include intelligence, weather, and combat service support to deployed forces.
- Link the warfighters to any command post (both higher and lower) through satellite-based warfighter nets. This allows commanders to command and control from anywhere on the battlefield.
- Link sensors to shooters for quick, precision fires with no fratricide or collateral damage to protected targets.
- Provide warriors a digital information system that links all weapon systems to each other as well as command posts.
- Provide commanders with automated decision tools that access real-time friendly and enemy information and can be used while moving or stationary.
- Provide central processing and distribution of information. Units can access this central processor from home station and staging bases, as well as within the theater of operation. Access to the processor will be worldwide.

New technologies will continue to change the way we control forces. However, no matter how sophisticated technology becomes, commanders will make decisions and provide the leadership to accomplish missions.

APPENDIX A

RECONNAISSANCE AND SECURITY

Reconnaissance and security are two different missions; however, they are closely related at the tactical level. Units conducting reconnaissance provide some security. Units conducting security missions use reconnaissance techniques. This appendix discusses each.

RECONNAISSANCE

Reconnaissance provides information concerning the disposition of an enemy force, the enemy's intent, terrain conditions, and indications of nuclear, biological, or chemical contamination. Reconnaissance is undertaken by visual observation or other detection methods. It provides information about the activities and resources of an enemy or a potential enemy, or about the meteorologic, hydrographic, or geographic characteristics of a particular area. Reconnaissance is the precursor to all operations. It may be accomplished through passive means such as observation, or more aggressive methods such as probes, reconnaissance by fire, and other means to fight for information.

Forms of Reconnaissance

The traditional forms of reconnaissance are route, zone, and area. A ***route reconnaissance*** is a reconnaissance along a specific line of communications, such as a road, railway, or waterway. Its purpose is to provide new or updated information on route conditions and activities along the route. A ***zone reconnaissance*** obtains detailed information concerning all routes, obstacles (to include chemical or radiological contamination), terrain, and enemy forces within a zone defined by boundaries. A zone reconnaissance normally is assigned when the enemy situation is vague or when information concerning cross-country trafficability is desired.

An ***area reconnaisance*** obtains detailed information about the terrain or enemy activity within a prescribed area, such as a town, a ridgeline, woods, or other feature critical to operation. At its most basic level, an area reconnaissance could be made of a single point, such as a bridge or an installation.

In addition to the traditional forms of reconnaissance, the Army also uses reconnaissance in force. A ***reconnaissance in force (RIF)*** is conducted by a considerable force to obtain information and test enemy dispositions, strengths, and reactions. Reconnaissance and general purpose forces conduct this form of reconnaissance to aggressively develop information. The size and strength of the force must be sufficient to cause the enemy to respond in some manner as well as to protect the friendly forces involved in the effort. A RIF usually is conducted when the enemy is known to be operating in strength within a given area and sufficient intelligence cannot be developed by other means.

Reconnaissance can be passive or active. Active methods include mounted and dismounted reconnaissance, aerial platforms, or reconnaissance by fire. Passive methods include map and photographic reconnaissance and systematic observation. Systematic observation is use of human assets or technical means to watch a particular location, place, or thing. Technical means might be unmanned aerial vehicles or remotely emplaced sensors.

Divisions use highly trained cavalry and scout units to conduct successful reconnaissance missions. Leaders and soldiers in these units are the Army's experts in the art and techniques of reconnaissance. However, other units also accomplish reconnaissance missions. All maneuver forces can conduct reconnaissance missions. All tactical units conduct some sort of reconnaissance prior to commencing their operations. These actions include

You can never have too much reconnaissance.
George S. Patton, Jr.

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RECONNAISSANCE AND SECURITY ASSETS A-5

local combat patrols, use of air defense and artillery radars, chemical detection, map and photo reconnaissance, interrogation of other technical intelligence sources, and MP patrols. The importance of reconnaissance operations to successful tactical operations means commanders normally use their most-suited units to perform these missions. METT-T drives this decision.

Not all intelligence collection assets are adequate for every situation. Commanders and staffs encounter problems, such as too few collectors for the amount of area they must observe, assets that cannot relocate as quickly as needed, or assets that are not fully effective for a specific environment, such as OOTW. These problems can degrade reconnaissance efforts, directly impacting the success of engagements and battles.

Commanders must conduct reconnaissance operations prior to all maneuver and fires. Successful reconnaissance precedes successful operations. Poor reconnaissance often results in unsuccessful operations and unnecessary friendly casualties.

Reconnaissance is not under the control of any one particular branch or unit. The division's reconnaissance system is based on complementary ground, aerial, and technical assets and is important in all the battlefield operating systems. All BOS

RECONNAISSANCE FUNDAMENTALS

- Place maximum reconnaissance force forward
- Orient on the enemy or recon objective
- Report all information rapidly and accurately
- Retain freedom to maneuver
- Gain and maintain enemy contact

provide information to meet the commander's requirements. Engineer and NBC reconnaissance are key to the IPB process. Engineers are responsible for obstacle intelligence, route and bridge reconnaissance, and general engineering reconnaissance. NBC reconnaissance informs commanders on NBC hazards in the area of operations as a component of battlefield management. Reconnaissance information provided from the BOS add detail to the commander's vision of the battlefield. (See Figure A-1.)

Ground reconnaissance elements gain and maintain contact with the enemy. They work through gaps and around the flanks and rear of the enemy, learning the strength, movements, composition, and dispositions of the enemy's main force. They also

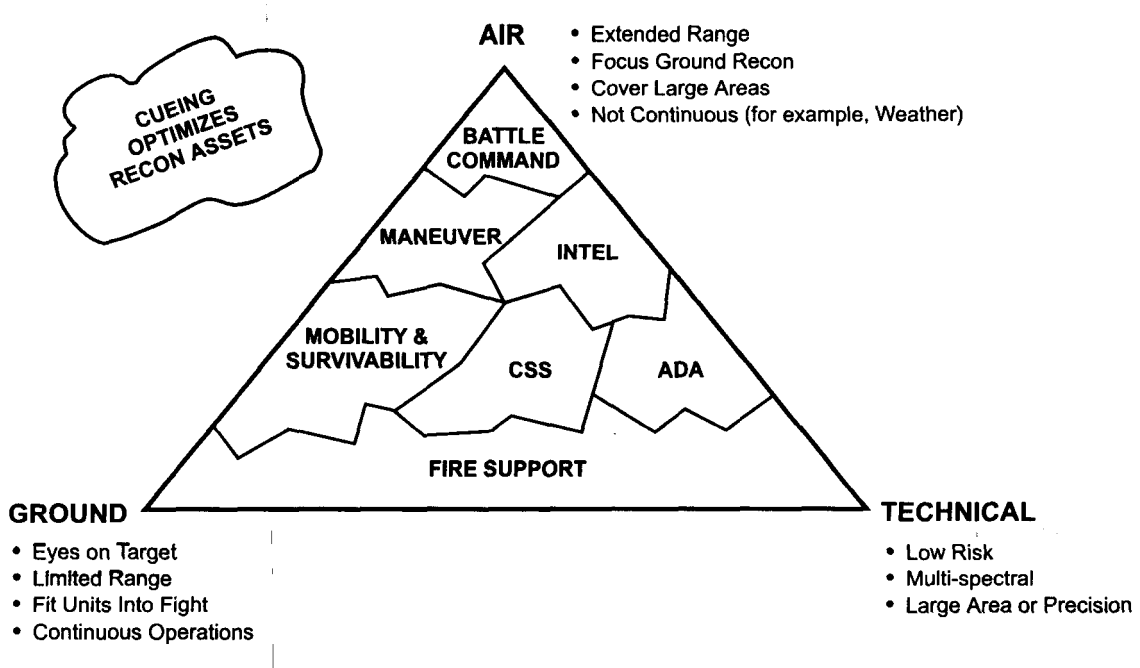


Figure A–1. Reconnaissance

learn the location of enemy reinforcements. Ground reconnaissance units can maintain continuous contact, fit or guide units into the fight (reconnaissance pull) at the preferred point of attack, and operate under weather conditions that preclude air reconnaissance. However, they are generally limited in the depth to which they can conduct reconnaissance. Ground reconnaissance is employed when and where air and technical reconnaissance assets are ineffective.

Air reconnaissance complements and extends the zone covered by ground reconnaissance. Successful aerial reconnaissance obtains information useful in effectively directing ground reconnaissance units. Under favorable conditions, aviation furnishes early information concerning the enemy's general disposition and movements to a considerable depth beyond the forward edge of the battle area (FEBA).

Technical reconnaissance is accomplished largely by systems. It includes all the electronic-gathering methods available at all echelons. Additionally, theater and national technical reconnaissance and surveillance systems downlink to the tactical commanders, providing near-real-time battlefield information.

Proper reconnaissance requires a coordinated and focused team effort and is accomplished through an integration of units and technical assets. Spot reports from maneuver and reconnaissance units, and technical reports and analysis from CS and CSS units, all combine to form information needed by the commander. The combination of all assets allows the commander to see the enemy with precision without having to use large formations to determine the enemy's location, disposition, or capabilities.

A key element of intelligence collection is cueing. Cueing involves the use of one or more forms of reconnaissance (air, ground, or technical) to provide information that directs collection by other systems. For example, Guardrail common sensor may intercept transmissions of a suspected enemy air defense site. This, in turn, may cue an unmanned aerial vehicle launch to confirm or deny this location. If detailed or first-hand reconnaissance is required, the commander may choose to dispatch a ground reconnaissance element. Cueing maximizes the efficient use of limited collection assets in support of multiple, often competing, intelligence collection priorities.

The Reconnaissance Objective

One of the reconnaissance fundamentals is to orient on the objective. The commander orients his reconnaissance assets by identifying a reconnaissance objective (such as an enemy force or terrain) within his zone of operation and providing any additional instruction in his guidance or tasks to his subordinate units in paragraph 3b of the OPORD. He commits reconnaissance assets based on their capabilities. He commits ground reconnaissance to gain vital information and in a way which minimizes the risk to his soldiers' lives.

The IPB process helps focus reconnaissance by identifying terrain locations that will confirm or deny an enemy course of action and dispositions. These areas are called named areas of interest (NAIs). For example, a battalion scout platoon would not normally attempt to conduct a detailed zone reconnaissance of an entire TF zone. It would recon in detail those assigned NAIs developed by the IPB process. The scout platoon would normally conduct an area reconnaissance of each NAI.

When the enemy situation is extremely vague or the requirement for terrain information (including obstacles) is significant, the reconnaissance objective also would be terrain-oriented. The reconnaissance unit would then conduct a detailed and time-consuming zone reconnaissance.

The G2 or S2 uses cueing to help focus limited reconnaissance assets, especially limited ground reconnaissance assets. The G2 or S2 builds the collection plan against each NAI. He targets the appropriate collection means or unit based on factors of METT-T. For example, JSTARS and Guardrail can cover large areas to alert or cue other assets once an enemy force or target is identified. Then UAVs or ground reconnaissance may be dispatched to verify the information and track the enemy for targeting purposes. Additionally, if a commander needs a reconnaissance conducted to achieve only a certain task he says so in guidance to his reconnaissance unit. For example, if based on all technical and HUMINT sources, a G2 can reliably say that the enemy is not in an area and the terrain appears to be "go" terrain without indications of obstacles, the commander may decide he doesn't need a

detailed reconnaissance effort forward of the division. He may direct a zone reconnaissance mission with guidance to move rapidly and report by exception terrain obstacles which will significantly slow the brigade's movement.

When the reconnaissance objective is a specific enemy force which is of vital importance, the commander may choose to use reconnaissance troops to find and maintain contact with it. In this case his guidance may include "...the enemy's reserve tank battalion is uncommitted. Tracking its activities is key to my plan. I want you to conduct an area reconnaissance in our sector between phase lines SUE and JANE. Our intelligence indicates that the battalion was last located near the village of Hampton. Your mission is to locate that battalion, maintain contact with it, and keep me informed of its movements."

When the objective is to locate an enemy force, the friendly reconnaissance unit will conduct only that terrain reconnaissance necessary to find the enemy and develop the situation in accordance with the commander's guidance and mission constraints.

When the G2 or G3 puts the entire intelligence picture together, the commander will see his intelligence gaps and collection efforts. He can then tailor reconnaissance missions and objective based on METT-T to fill these gaps.

In summary, the commander must focus his reconnaissance efforts. He does this by assigning missions and amplifying those with additional guidance. Specifically, the reconnaissance objective clarifies his intent.

Reconnaissance Responsibility

FM 100-5 states that "commanders get directly involved in deciding priorities of reconnaissance and intelligence operations. Commanders aggressively seek gaps or weaknesses in the enemy's defenses; study enemy defensive preparations and attempt to obstruct and frustrate those preparations; and plan to penetrate enemy security areas, overcome obstacles, avoid the strengths of established defenses, and destroy the coherence of the defense. All of this requires an active, predictive intelligence effort oriented on critical units and areas."

The commander must determine what information he already has and what he needs to know. Reconnaissance is then used to satisfy these information requirements. This information allows the commander to make sound decisions, conduct maneuver, and avoid being surprised by an enemy force. Information requirements are the basis for orders and missions governing the preparation of reconnaissance and surveillance plans. Commanders rely on their G2s for the majority of this analysis; however, the G2 receives assistance from other staff officers in their respective fields of expertise.

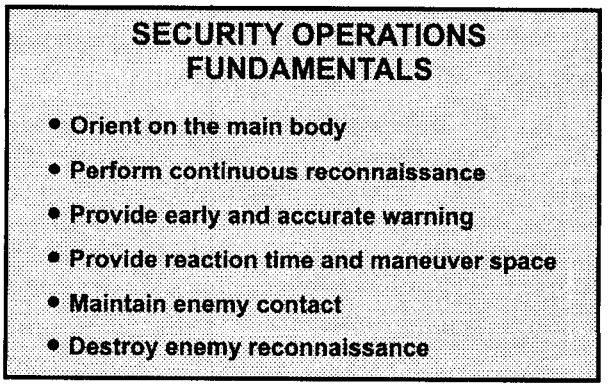
Staff responsibilities for reconnaissance are clear (although different staff sections have oversight over different reconnaissance means). While the division's chief of staff coordinates the efforts of the coordinating and special staff, the G3 has primary responsibility for the reconnaissance supporting an operation. The G3 normally has staff responsibility for ground units. The G2 normally has responsibility for the technical assets. They share staff responsibility for air assets.

The G2 normally has staff responsibility for special electronics mission aircraft (SEMA); the G3, normally for scout, attack, cargo, and utility aircraft. For example, if the G2 needs the divisional cavalry squadron to report certain PIR, he can request, through the G3, that the cavalry squadron perform these tasks. The G3 can go through the G2 to have aerial assets search for key targets.

Although coordinating and special staff officers have reconnaissance responsibilities, the G2 and the G3 must synchronize all of the planning efforts to conduct reconnaissance operations. The chief of staff remains aware of the reconnaissance activities and ensures that the G2 and G3 synchronize their efforts. The chief of staff intervenes when necessary, but the commander is the final authority.

SECURITY

FM 101-5-1 defines security as measures taken by a military unit, an activity, or an installation to protect itself against all acts designed to, or that may, impair its effectiveness. Security operations are inherent in every military operation. Security is essential to protect and conserve combat power. The purpose is to deny the enemy knowledge of what the friendly force is doing. Security may be achieved by establishing protective measures or by conducting deception operations that confuse and dissipate



enemy attempts to interfere with the force being secured. Effective security prevents the enemy from gaining an unexpected advantage over friendly forces.

Each commander is responsible for the security of his force. In the conduct of operations, the higher headquarters commander prescribes security measures for the force as a whole and coordinates those adopted by subordinate commanders. Subordinate commanders provide additional security as required for their own local protection.

At the tactical level, security forces protect the command against surprise attack and observation by hostile air and ground forces. They maintain freedom of maneuver by providing reaction time and maneuver space. Forces conducting security missions orient their movements on the force or facility they are assigned to secure. However, to be effective, all security systems must have an adequate warning system consisting of observers and the means to promptly communicate warning of hostile actions.

Traditional security operations are screen, guard, cover, and area security. ***Screen*** describes a force whose primary task is to observe, identify, and report information, and which fights only in self-protection. Further, the force maintains surveillance, provides early warning to the main body, impedes and harasses the enemy with supporting indirect fires, and destroys enemy reconnaissance elements within its capability.

Guard describes a force whose primary task is to protect the main force by fighting to gain time, while also observing and reporting information, and to prevent enemy ground observation of and direct fire against the main body by reconnoitering, attacking, defending, and delaying. A guard force normally operates within the range of the main body's indirect fire weapons.

Cover describes a force operating apart from the main force to intercept, engage, delay, disorganize, and deceive the enemy before he can attack the covered force. Cover is also the security mission of any body or detachment of troops that provides security for a larger force. It may be by observation, reconnaissance, attack, defense, or any combination of these methods. Cover forces may accept decisive engagement if action fits within the senior commander's intent.

Area security results when a force's mission is to secure a specific area. Area security actions could include area reconnaissance; rear operations; and security of designated personnel, equipment, facilities, and critical points. Applications of area security missions are convoy and route security.

All forces have a security responsibility and are capable of conducting security operations. Commanders may consider giving a cover force mission to a maneuver brigade or battalion when weighing the METT-T factors in the planning process. However, cavalry, scouts, and aviation are generally considered as the maneuver units organized and equipped for conducting security missions. As in reconnaissance operations, all units-combat, combat support, and combat service support-contribute to the unit's overall security.

Counter-reconnaissance is not a distinct mission; rather, it is a result of security operations. Units conduct traditional security actions (screen, guard, cover, and area security) as well as many other activities (such as OPSEC, deception, and physical security). The purpose is to counter the enemy's reconnaissance and, in doing so, defeat or destroy hostile reconnaissance forces.

RECONNAISSANCE AND SECURITY ASSETS

Although reconnaissance and security assets vary in specific units, tactical systems normally found in corps, division, brigade, and battalion are outlined in this section.

The ***corps*** conducts reconnaissance and security operations using many systems and organizations, both organic and external. Primary organic assets

for focused collection include the military intelligence (MI) brigade and the armored cavalry regiment (ACR).

The corps MI brigade directly supports the corps by providing multidisciplined IEW support to the entire corps. Collectors organic to the corps MI brigade include—

- The Guardrail common sensor.
- The unmanned aerial vehicle-short range (UAV-SR).
- Long-range surveillance units.
- Counterintelligence and interrogator personnel.

The Guardrail common sensor provides signals intelligence (communications and electronics intelligence) direction-finding (DF) capability with targetable accuracy. The analysis and control element (ACE) collects reported information from the Guardrail common sensor, analyzes this information, then disseminates it through the All Source Analysis System (ASAS). Information meeting the need for urgent dissemination is redundantly passed down to division and brigades in near real time via a commander's tactical terminal (CTT).

Depending on the configuration, the UAV-SR, when fielded in FY 96, will provide—

- Near-real-time live video imaging.
- Forward-looking infrared radar (FLIR) imagery.
- Moving target indicator.
- Electro-optical freeze-frame photo and retransmission capability.

Through automated processors, the corps also processes and disseminates intelligence from theater and national sensors. The JSTARS ground station module (GSM) receives and analyzes moving target indicators and synthetic aperture radar data. The Imagery Processing and Dissemination System (IPDS) and the Tactical Radar Correlation (TRAC) system receive and exploit imagery from national- and theater-level sensors in near real time. They then disseminate secondary imagery to customers via such systems as Trojan SPIRIT and the mobile integrated tactical terminal (MITT). The Electronic Processing and Dissemination System (EPDS) receives and processes signals intelligence data from national and theater systems and disseminates that data to customers via other systems.

The ACE is the synergistic focus of intelligence and reconnaissance at the corps level. Under the G2's supervision, this element fuses all intelligence and reconnaissance data to provide the commander a coherent picture of enemy operations. The ASAS is the primary processing system at both corps and division. It is a "one-stop shopping store" for computer-assisted all-source IEW processing, analysis, reporting, technical control, target identification and nomination, and collection management. The primary MI long-haul communications pathway is provided by the Trojan SPIRIT (current) satellite communications terminal. The Trojan SPIRIT has capabilities for secure voice and data transmission, including graphic products, facsimile, and secondary imagery transmission.

The ACR is the primary maneuver force performing reconnaissance and security operations for the corps. The regiment with its ground and aviation assets is uniquely suited to perform reconnaissance (route, zone, area, and reconnaissance in force), and security (screen, guard, cover, and area) operations. The ACR'S subordinate armored cavalry squadrons conduct screen and guard security and all forms of reconnaissance. The air cavalry squadron can participate in security missions as well as all forms of reconnaissance.

Other reconnaissance and security resources available to the corps include aviation, military police, fire support, air defense, and chemical assets. The aviation brigade can augment or perform missions alone. MP assets from the MP brigade conduct reconnaissance and area security missions to ensure uninterrupted use of main supply routes, and other key areas in the corps rear. Corps artillery possesses target acquisition systems; corps air defense units provide early warning from and target acquisition of enemy air activity. Finally, corps chemical units perform NBC reconnaissance.

The ***division*** conducts reconnaissance and security similar to the corps. Its primary organic assets for focused collection include the MI battalion and the cavalry squadron.

The division MI battalion directly supports the commander, G3, and G2 by providing dedicated multidisciplined battlefield IEW support to the

division and its subordinate maneuver brigades. Collectors organic to the division include—

- Quickfix.
- Unmanned aerial vehicle-short range (UAV-SR).
- Ground surveillance radar (GSR). Long-range surveillance detachments (LRSDs) (in some divisions).
- Counterintelligence and interrogator personnel.

The ground-based common sensor (GBCS), which consists of communications and electronic intelligence, direction finding, and jamming, replaces the following four current systems:

- AN/TRQ-32, (Teammate), very high frequency (VHF) collection and direction finding.
- AN/TSQ- 17, (Traffic Jam), high frequency (HF)/VHF collection and jamming.
- AN/TSQ-38, (Trailblazer), VHF collection and DF.

The MITT, CTT, and GSM provide the division the ability to receive and exploit imagery and SIGINT national, theater, and corps systems. The cavalry squadron is the division's primary reconnaissance and security organization. The squadron can conduct route, zone, and area reconnaissance, and reconnaissance in force. It can conduct screen and guard (if augmented) security operations. The division also receives information from other organic units (aviation, field artillery, military police, engineer, chemical, and air defense) to complete the intelligence picture.

The ***division brigade*** does not have an organic reconnaissance or security organization (separate brigades have their own cavalry troop). Army doctrine states that a brigade normally does not act independently, but serves as part of a division or corps. Brigades may task their subordinate battalions with reconnaissance and security operations, but brigades normally rely on the division G2, the direct support MI company, the cavalry squadron, subordinate maneuver battalions, and other attached and adjacent units for reconnaissance and security.

The DS MI company provides the brigade the following assets:

- GSR.
- Remotely monitored battlefield sensor system (REMBASS).
- HF and VHF collection and jamming (TLQ-17, TRQ-32).
- UAV-SR.
- JSTARS ground station module.
- Commander's tactical terminal.
- Analysis and control element.

Brigades may conduct security operations (advance, flank, or rear guard) for a larger force. They may also participate as part of a division in a corps covering force, or be the divisional covering force. Brigades also execute internal reconnaissance and security actions by tasking subordinate elements or DS intelligence assets.

The ***battalion*** is the lowest tactical echelon with its own organic reconnaissance assets. The battalion scout platoon can conduct route, zone, and area reconnaissance, and surveillance and screen missions. The platoon along with other battalion maneuver elements and technical reconnaissance assets from other attached or supporting organizations provide reconnaissance for the battalion task force. The MI battalion assets are normally task-organized to the brigade level. The brigade may elect to push GSRs and REMBASS down to battalion level.

APPENDIX B

ARMORED-LIGHT OPERATIONS

Armored and mechanized and lighter infantry forces operate effectively together provided the division commander tailors his force to the factors of METT-T. The combined use of armored-light forces permits the commander to maximize his combat power and increases the forces' lethality and endurance. The strengths of one type unit offset the inherent weaknesses of another. Armored-light operations merely extend the combined arms concept.

Not all situations are suitable for armored-light operations. Armored and light forces are best employed when they take advantage of their respective strengths. These are discussed in Chapter 1 and highlighted in following paragraphs.

ARMORED-LIGHT FORCES

Ground mobility, armored protection, and lethality describe the capabilities of ***armored forces.*** Armored forces include mechanized infantry, armored, and ground cavalry units. Because of their mobility and protection, they are best employed where battles are fought over wide areas of relatively unrestricted terrain. Their capabilities and limitations are discussed in Chapter 1.

Light forces include infantry, light infantry, airborne, and air assault units. Ranger and other special operations forces are often classified as light; however, they are normally employed differently than traditional infantry. The use of Ranger and special operations forces as light infantry is addressed in FM 7-30, FM 7-85, and the 31-series field manuals on special forces operations.

Light forces provide the Army versatility and strategic flexibility through their capability for rapid deployment. Airborne units are capable of opposed entry into enemy-held areas anywhere strategic transportation assets can reach. Airborne forces help the rapid buildup of combat power in an objective area. Air assault forces, although not as strategically deployable as airborne units, maintain a significant tactical self-deployment capability. The air assault division maximizes the effectiveness of integrated attack and assault helicopter operations as well as the capability to rapidly reposition infantry forces on the battlefield. Force limitations are also discussed in Chapter 1.

CONCEPT OF EMPLOYMENT

The goal of armored-light operations is to optimize both forces to defeat the enemy by providing commanders many flexible options. Through the estimate process (FM 101-5), commanders determine the appropriate force level at which task organization should occur, tasks to accomplish, command and support relationships, additional augmentation and support required, and concept of logistics support.

No set formula exists for task-organizing armored and infantry forces. Commanders apply METT-T and other basic considerations to the decision. These include the ever-increasing lethality of modem weapons, the speed with which an enemy can strike friendly units, the tactics friendly forces will use to defeat the enemy forces, the ability of friendly forces to move across the terrain, and the CS and CSS requirements. All of these factors influence the commander when he selects the final combination of armored and light forces.

Under certain circumstances, task-organizing an armored division with a brigade from an infantry division or vice versa may be necessary to accomplish a specific mission. However, task-organizing elements below brigade level in a division may result in a piecemeal effort and undue logistics burdens on both the gaining and losing units.

ARMORED-LIGHT FORCES B-1
CONCEPT OF EMPLOYMENT B-1
PLANNING CONSIDERATIONS B-2
Task Organization B-2
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Defensive Considerations B-5
Combat Support B-6
Combat Service Support B-7

Infantry units attached to armored forces should not be so overburdened with combat, CS, and CSS augmentations that they lose their advantage in restrictive terrain. Light forces will need transportation, however, to keep up with the mobile armored force. On the other hand, without augmentation, a light division normally will not be able to support an attached armored force. Therefore an armored force will normally come to the infantry force in an OPCON relationship (the parent division provides logistics support).

Holding static positions on today's highly lethal battlefield is risky. Field fortifications offer some protection against modern weapons, such as artillery with proximity fuzes, precision-guided munitions, cluster bomb munitions, and fuel air explosives. Infantry forces achieve protection through dispersion and proper use of terrain. Armored forces protect themselves through their mobility, speed, and armored protection.

PLANNING CONSIDERATIONS

The principles of battle command do not change with an armored-light force; however, organization techniques and support procedures differ. Commanders and staffs at all levels must become familiar with these differences. The success of armored-light operations requires detailed planning and continuous staff coordination and liaison.

Task Organization

When establishing the armored-light force, the directing headquarters defines the command relationships. The force is most effective when task-organized. Although the throughput differs significantly, the armored division's class III, class V, and maintenance forward are similar to the light division's. One major difference, however, is that the austere equipment and personnel environment in the CSS area requires the light force to emphasize replacement over repair. When considering cross attaching an armored and an infantry unit, planners examine—

- The size and mission of the force.
- The location of the deploying unit in relation to its parent unit.
- The support capability of the force to which the deploying force may be assigned.
- The relationship of the deploying CSS elements to the receiving unit.
- The source of support requirements for both forces.
- The self-sustaining capability of the deploying force.

These considerations will vary based on METT-T, support requirements, and the tactical situation.

Regardless of the command or support relationship, all forces share one common concern. That is the flow of information from the deployed unit to the new controlling headquarters. The parent unit must provide the following types of logistics data to the gaining division:

- POL critical needs.
- Current status of each class of supply.
- Maintenance workload and backlog.
- Location of supply and maintenance activities.
- Transportation assets.
- Class V requirements.
- Class IX availability.
- Status of personnel.
- Estimate of logistics shortfalls.
- Alternatives to obtain shortages and preferred contingencies to overcome unexpected supply, maintenance, medical, transportation, and recovery requirements.

The assignment of armored forces to nonarmored units requires careful thought. An armored division is normally attached to a corps or a joint force. An armored brigade is most often OPCON to an infantry division. An armored battalion is usually OPCON to an infantry brigade. The infantry division may require additional ground transportation assets from corps to transport supplies when conducting extended operations. The corps also adds appropriate maintenance units to the armored division support elements.

To be most effective, infantry forces operate in at least division size. Although the division fights as a single entity, it disperses widely throughout a

relatively large area and conducts synchronized but decentralized operations. An infantry division is normally attached to a corps or joint force. An infantry brigade can be attached or OPCON to an armored division. An infantry battalion can be attached or OPCON to an armored brigade.

Note that the infantry brigade deploys with an austere CS and CSS allocation. The armored division will require transportation support from corps to provide mobility for the infantry unit in support of its tactical operations. Increased equipment densities may exceed the maintenance capabilities of the gaining division and require additional assets from corps. Infantry divisions do not have a DISCOM large enough to support the division's operations and easily support a detached brigade or battalion supporting an armored force.

In addition to differences in combat service support, major differences between an infantry division and an armored or a mechanized division exist in the areas of antitank, chemical, and transportation capabilities. Augmentation of forces is based on METT-T. Figure B-1 is an example of a robust augmentation package for an infantry division.

The infantry brigade will habitually deploy to the supported unit with the units shown in Figure B-2, page B-4. Figure B-2 also provides an example of augmentation that the brigade could require.

Figure B-3, page B-4, shows what an armored brigade operating as part of an infantry division often brings as part of its normal allocation. It also depicts what the infantry division usually provides.

DIVISION HHC	1 ENGINEER BATTALION	1 DIVISION ARTILLERY
3 MANEUVER BRIGADE HHCs	1 AVIATION BRIGADE	1 MILITARY POLICE COMPANY
9 INFANTRY BATTALIONS	1 MILITARY INTELLIGENCE BATTALION	1 BAND

AUGMENTATION/SUPPORT REQUIREMENTS

MANEUVER	COMMAND AND CONTROL	ENGINEER	FIRE SUPPORT	NBC	SOF	SUSTAINMENT
ANTITANK CAPABILITY	LNO	2–CORPS CBT ENGR BN	1–CORPS FA BDE 2–155 (SP) BNs 1–MLRS BTRY EQUIPMENT 108 DMTs 27 FIST DMTs 1 DIV ARTY TACFIRE SET 3 BN TAC-FIRE SETS 15 VF MEDs 2 Q37 RADARS	1–CHEMICAL CO	1–CIVIL AFFAIRS BN 1–PSYOP CO	6–TRK CO 1–MAINT SPT TM 1–MSL MAINT SPT TM 1–AVIM MAINT TM 1–SUPPLY SPT TM 1–GRREG SEC 1–CEB SEC 1–PSB; 1 FI BN 1–S&S CO 1–MAINT CO (DS) 1–ORDNANCE CO (DS) 1–MEDIUM TRK CO 3–FST 2–CSH 1–AMB CO (GROUND) 1–AMB CO (AIR)

Figure B–1. Robust division augmentation

BRIGADE HHC	1 ENGINEER COMPANY	1 FORWARD SUPPORT BATTALION
3 BATTALIONS	1 MILITARY POLICE PLATOON	3 HEAVY EQUIPMENT TRANSPORTERS
1 155 (SP) BATTALION	3 GROUND SURVEILLANCE RADARS	3 5,000-GALLON FUEL TANKERS
1 ADA BATTERY	2 MSE EXTENSION NODES	CLASS IV ROWPU

AUGMENTATION/SUPPORT REQUIREMENTS					
COMMAND AND CONTROL	**FIRE SUPPORT**	**ENGINEER**	**NBC**	**INTELLIGENCE**	**SUSTAINMENT**
LNO CA DS TM	155MM BN	1–CORPS CBT ENGR BN	1–CHEMICAL CO	IEWSE MLQ34, TACJAM	1–FWD SURG TM

Figure B–2. Infantry brigade augmentation

BRIGADE HHC	1 FWD SPT SUPPLY COMPANY	3 GROUND SURVEILLANCE RADARS
3 BATTALIONS	1 FWD SPT MAINT COMPANY	1 TACP
1 ENGINEER COMPANY	1 FWD SPT MED COMPANY	1 ROWPU
1 105(T) ARTILLERY BATTALION	2 MSE EXTENSION NODES	CLASS IX (ASL)
1 FASCO	1 MILITARY POLICE PLATOON	1 DISCOM MATERIEL MGT INTERFACE TEAM

AUGMENTATION/SUPPORT REQUIREMENTS						
COMMAND AND CONTROL	**AIR DEFENSE ARTILLERY**	**ENGINEER**	**FIRE SUPPORT**	**INTELLIGENCE**	**NBC**	**SUSTAINMENT**
LNO	1–AIR DEFENSE BATTERY	1–CORPS CBT ENGR BN	1–155 (SP) BN	IEWSE	1–SMOKE/ DECON PLT	2–LT TRK CO 1–MAINT SPT TM 1–FWD SURG TM

Figure B–3. Armored brigade augmentation

HHC	1 SCOUT PLATOON	1 LIGHT ENGINEER PLATOON
3 RIFLE COMPANIES	1 MORTAR PLATOON	1 UNIT-LEVEL MAINT TEAM
1 MEDICAL PLATOON	1 SUPPORT PLATOON	1 MAINT SPT TM (DS)
1 ANTITANK PLATOON	1 COMMUNICATIONS PLATOON	1 MESS TM

AUGMENTATION/SUPPORT REQUIREMENTS				
COMMAND AND CONTROL	**FIRE SUPPORT**	**ADA**	**NBC**	**SUSTAINMENT**
LNO	1–VF MED W/FSO 12–DMDs 3–FIST DMDs	1–AIR DEFENSE PLATOON	1–SMOKE/DECON PLATOON	1–LT TRUCK COMPANY

Figure B–4. Infantry battalion augmentation

HHC	1 MEDICAL PLATOON	1 MAINTENANCE SPT TM (IDS)
4 MECH OR TANK CO	1 MAINTENANCE PLATOON	CLASS IX
1 ANTITANK CO (IN MECH)	1 ENGINEER COMPANY	1 FORKLIFT
1 SCOUT PLATOON	2 GSRs	5 5,000-GAL FUEL TANKERS
1 MORTAR PLATOON	1 COMMUNICATIONS PLATOON	2 HET
1 SUPPORT PLATOON	1 MESS TEAM	

AUGMENTATION/SUPPORT REQUIREMENTS			
COMMAND AND CONTROL	ADA	NBC	SUSTAINMENT
LNO	1–AIR DEFENSE PLATOON	1–SMOKE/DECON PLATOON	NONE

Figure B–5. Armored battalion augmentation

The infantry battalion is task-organized with combat and CSS assets from the parent brigade. It normally requires transportation and little augmentation except as noted in Figure B-4. The armored battalion is usually task-organized with CS and CSS assets from the parent brigade. See Figure B-5.

Offensive Considerations

Planning and execution considerations for tactical armored-light offensive operations are based on a METT-T analysis. The following discussion highlights some of these considerations in only one example for the reader.

In offensive operations, armored forces may lose the ability to maneuver when enemy forces confront them on key restrictive terrain that dominates friendly routes of advance. However, infantry forces can attack at night to secure a critical pass, destroy enemy forces, control the terrain, and secure a route of advance for the armored forces.

In this situation, the division commander considers several key points. Limited air defense dictates employing light forces at times or locations where the air threat has negligible effects. Corps transportation assets must move the infantry division's combat elements rapidly into forward assembly areas. Additional artillery and target acquisition assets may be required to enable the infantry division to engage deep targets and execute counterfires. A corps 155-millimeter artillery battalion with a reinforcing mission and access to other target acquisition assets significantly increases the infantry force's counterfire capability. Elements that support the light force must provide their own CSS or receive it from a higher headquarters.

Defensive Considerations

This section describes fundamental considerations in armored-light tactical defensive operations. Defensive tactics illustrated in the example are not the only options available to commanders. Commanders organize their defenses based on a METT-T analysis. The following paragraphs highlight only a few key points that commanders consider.

Infantry forces can defend a critical avenue of approach into a sector; however, they are structured for combat in close terrain and have limited antitank weapons. Therefore, a preferred armored-light defense forces the enemy into restricted terrain, causing him to dismount his force and attack our infantry. This tactic will cost the enemy both time and casualties. If the enemy does not dismount but continues through the infantry defense, he will become easy prey for our antiarmor ambushes. In either case, the enemy force will suffer losses and his advance will be slow or denied.

Commanders consider the following points when conducting this type of defense. They place combat engineer assets in direct support of light infantry forces for countermobility and survivability operations. The division commander requests corps antiarmor assets OPCON to the light force to increase the division's ability to destroy enemy armor. Corps field artillery assets receive a reinforcing mission to the infantry division artillery specifically to engage deep targets and conduct counterfires. Critical elements of the infantry division must be within the SHORAD envelope to adequately protect against air attack. An armored brigade and a corps attack helicopter battalion may be OPCON to the infantry division as a mobile counterattack force.

Infantry brigades position forces to fight in depth from reverse slope positions along restrictive mobility corridors on carefully selected and prepared terrain to destroy the enemy at choke points, obstacles, and road blocks. After engaging the enemy with direct and indirect fires, infantry forces maneuver through the restricted terrain to alternate positions, progressively slowing and weakening the enemy.

Combat Support

As in all combat operations, CS units in an armored-light force are essential to applying superior combat power at the decisive time and place. Light forces have fewer combat support assets available than do armored forces. A light infantry division has an extremely austere CS structure and is designed to accept augmentation when the mission requires additional assets. Therefore, planners of operations involving an armored-light force at any level must be familiar with the organization, capabilities, and limitation of all forces involved. They must also understand the concept for providing augmentation to the infantry forces.

Augmentation

Augmentation is the single most important consideration during planning of armored-light operations. Augmentation provides light forces with sufficient CS to accomplish the mission. However, planners should not assume arbitrarily that the infantry force always requires major augmentation. A light force, given an appropriate mission and terrain consistent with its normal combined arms task organization and capabilities, can accomplish some missions without additional assets.

Combat Aviation

Generally, the organic aviation units in the infantry division can lift one light infantry battalion using the combined assets of the two assault companies (the armored division has one assault company). However, without additional CSS support, the light infantry division aviation maintenance organization does not easily support decentralized operations.

Field Artillery

All organic fire support in the light division is towed (105 and 155 millimeter) artillery and 60- or 8l-millimeter mortars. Armored and mechanized infantry divisions' artillery is self-propelled. Their mortars are vehicle-mounted 120 millimeter. Thus, when mixing the forces, commanders and staff must consider the availability of ammunition type, mobility, maintenance, and communications. The capability of air-lifting the infantry division's DS 105-millimeter battalion provides the force commander responsive, mobile artillery.

Personnel and equipment also differ between armored and infantry division artillery. The infantry division artillery's command and control elements have fewer personnel but the same responsibilities. Additionally, the infantry division artillery has limited ground resupply capability. It lacks target acquisition radar except for the countermortar radar. The light division artillery is not equipped with an armored fire support control system. This limits its ability to use or to interface with corps and armored division artillery without augmentation. This is especially true for counterfire.

Air Defense

The infantry division's air defense battalion is organized and equipped for a low air threat. Therefore, based on the air threat, the light force may require additional ADA support. Also, the ADA resupply capability is limited.

Chemical

The lighter divisions do not have an organic chemical company. These divisions routinely receive support from EAD assets for decontamination, smoke, and NBC reconnaissance.

Engineering

The engineer battalion in the infantry divisions (armored and mechanized divisions have a brigade) has limited terrain reinforcement capability. However, it can perform traditional mobility, countermobility, and survivability missions. By the nature of their organization, light engineers require additional assets to operate for extended periods of time against a robust threat.

The engineer battalion can support the infantry force in constructing fighting positions, command posts, and FA firing positions, and in improving small roads and trails. The battalion's equipment is capable of limited earth moving, scraping, and digging. In an armored-light force organization, the light engineer unit will require additional armored engineer elements, such as armored earth-moving equipment, haul assets, and mechanical mine-laying elements.

Communications

The infantry division's area communications system can support the division deployed over extended distances. Additionally, infantry forces use laptop computer networks for many tasks. The armored-light force may require additional communications support based on METT-T. The light force does not have the redundancy in communications system compared to the armored force. Although MSE contingency packages, forced entry switches (FESs), and tactical satellite systems have enhanced and expanded area signal capabilities and versatility, force communications remain a critical planning consideration. All means of augmentation to communications support should be exploited to include host nation fixed plant facilities when available.

Intelligence and Electronic Warfare

The light force's organic IEW assets are austere. These assets include limited jamming, collection, interrogation, and counterintelligence capability.

An armored-light force may require additional IEW assets. (For example, a light division has no electronic intelligence or ground-based jamming capability.) Additional assets should come from corps and EAC.

Military Police

Division MP companies fall into two categories-those that support armored or mechanized divisions and those that support the lighter infantry divisions. Both types of companies execute area security, battlefield circulation control, EPW control, and law and order. These functions are performed as prioritized in the division commander's concept of operations.

The division's provost marshal will initially have OPCON of the division MP company and any MP assets provided from corps. In armored and mechanized divisions, MP companies provide general support to the division's rear area and normally direct support to maneuver brigades. However, in the lighter infantry divisions, MP companies are not resourced to habitually provide direct support to maneuver brigades. In these lighter divisions, the MP company normally provides general support to the division as a whole. Corps MP assets will normally provide additional support for an armored-light mix of forces.

Combat Service Support

Generally, light forces cannot logistically support armored forces. The armored force's tremendous combat power comes with correspondingly high supply, maintenance, and transportation requirements. Consequently, the armored unit must sustain itself or be sustained by its parent division or the corps or joint force.

The armored division's method of support is similar to that of the light division. There are differences, however, which the armored division planners should consider. The infantry DISCOM is an austere support organization that emphasizes aerial resupply and push resupply to the lowest level possible, and a maintenance system which relies heavily on exchange versus repair. The infantry division normally depends on external transportation assets for mobility and movement of supplies. Water resupply for light forces is a critical concern. Soldiers in light divisions rely on canteens and 5-gallon water cans. DISCOMs are discussed in Chapter 1. Division sustainment is detailed in Appendix E.

The level of support directly affects the type of support and the force. To determine the appropriate level, planners consider—

- Structure of the supported force.
- Supported unit and its organic support organization-carried level of stock. (Special emphasis is given to classes I through V, VIII, and IX.)
- Levels of maintenance to be performed.
- Degree of mobility and transportation required.

- Duration and distances of the support to be provided.
- Capability to conduct replacement operations.
- Recovery operations.

The combat capability of both armored and infantry units are directly related to their logistics capabilities.

APPENDIX C

DIVISION DEPLOYMENT PLANNING

Force-projection operations are generallv sequential in nature, although the stages (discussed in Chapter 2) may overlap in space and time. Activities of one stage will often mingle with those of another stage. For example, force buildup and preparation for major operations may occur while other units are mobilizing or deploying. Although all the stages of force projection are important, this appendix focuses on one critical to all divisions-deployment.

Divisions may deploy from CONUS, Europe, or other locations. Deployment is a joint operation that requires planning and coordination with members from all services. For successful deployments, each division must have a precrisis deployment system (based on its location). This system is activated immediately on notification of a crisis or pending crisis. The system ensures that the division delivers an appropriate force mix and support to the crisis area within the required times using many previously planned and coordinated joint assets.

Each division's deployment system will be unique because of force type, environmental conditions, and proximity to its ports of embarkation (POE); however, some elements are common to all. These include mission, mission essential task lists (METLs), organization of forces, and readiness.

MISSION AND METL

During peacetime operations, the division identifies, trains, and prepares its units to accomplish critical wartime tasks. Units are organized, trained, equipped, and led to successfully complete these tasks. Because divisions must deploy forces quickly with little notice, preparation and deployment of forces become critical tasks.

Deployability must become a "state of mind" for everyone in the organization. All division units recognize deployment as a mission-essential task and annotate it as such on their METLs. It is through METL that the division focuses training. (See the 25-series field manuals for information on training for mobilization.)

ORGANIZATION OF FORCES

The division organizes its assets to rapidly assemble, prepare, and move upon alert notification. The division *task-organizes, echelons, and tailors* forces prior to *moving* them. (See Chapter 2 for information on task-organizing, echeloning, and tailoring forces.)

Divisions are normally alerted for force-projection missions through the Joint Operations Planning and Execution System (JOPES) deliberate or crisis-action procedures. Initial alert messages provide critical information that initiates division actions. Early decisions on force package modifications permit the efficient integration of changes into the deployment sequence. The division's precrisis organization enables the commander to rapidly modify his force list to include joint and non-Army assets, depending on METT-T factors and availability of strategic lift.

Precrisis, task-organized force packages facilitate division deployment. The division organizes these force packages around a combined arms task force (TF) core which can be tactically employed. When possible, the division maintains habitual unit relationships, capitalizing on cohesion, habitual training, and interoperability.

The division normally task-organizes for deployment (and training) into brigade-sized elements. A combat arms brigade of three ground maneuver battalions serves as the base for each brigade TF. It is complemented with appropriate combat, CS, and CSS units (brigade slice). These brigade TFs are designated division ready brigades (DRBs), according to their stage of readiness and sequence in a deployment schedule (for example, DRB1, DRB2, DRB3).

The DRB1 will be the first brigade TF to deploy. It is postured to meet the division's initial

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deployment time lines. Units following the DRB1 (in the precrisis plan) are in a lesser deployment posture. This allows greater flexibility for unit training and related support activities.

The division ready brigades' ground maneuver battalions form the nucleus of the division ready force (DRF). These battalions also maintain various stages of readiness, depending on where they fall in the planned deployment sequence. One battalion task-organized with combat, CS, and CSS forms the DRF1 battalion. It is the first unit in the DRB1 to deploy. The DRF1 designates one of its companies as the initial ready company (IRC). The IRC is the first unit to respond to division crisis requirements.

Combat, CS, and CSS elements not task-organized with a DRB or DRF are organized into separate support packages (SUPPACs) according to the division plan. These elements are also task-organized to initially provide an advance party and operational elements. This advance party prepares for the reception of follow-on forces. Initial operational elements provide the necessary support to sustain operations of the DRB1. These advance parties also establish a support base for the arrival of the remainder of the division. With this organization, the division can rapidly tailor and deploy SUPPACs for a separate brigade operation if the entire division does not deploy.

A core force-package structure helps to modify and deploy forces quickly when a crisis occurs. The division commander tailors his forces and echelons them for movement based on current contingency plans (which may be modified through JOPES), his mission, the enemy situation, available lift, and access to host nation or pre-positioned resources.

The division relies on organic, installation, and contracted transportation for the movement of personnel and equipment to the division's POE. The USTRANSCOM provides the division transportation for strategic movement. Divisions, responding to short-notice contingencies for which no CONPLANs or OPLANs exist, quickly assess their strategic transport requirements. They assist USTRANSCOM (or their corps headquarters) in computing requirements and time of embarkation. Headquarters higher than division may dictate the amount of available transportation.

Divisions establish internal movement procedures and responsibilities for moving personnel, equipment, and logistics from installations to strategic embarkation points. Since divisional equipment will eventually be deployed, divisions use as few organic assets to outload their units as possible. Installations maximize all installation and higher headquarters resources to support the division's outload. Divisions also develop procedures to conduct a self-outload.

The complexity of deployment requires a dedicated C^2 system with fixed communications. The division establishes an emergency operations center (EOC) with at least minimal staffing at all times. When the division is alerted, the EOC is fully staffed to execute operations, intelligence, logistics, and administration functions. The EOC is the controlling agency as the division's various command posts and command groups are moved in accordance with the division's plan. If the entire division is alerted to deploy, the installation or garrison staff performs duties in the EOC.

READINESS PROCEDURES

The division establishes a formal division deployment system to synchronize resources and events for an effective and efficient deployment. This system is documented in the division's readiness standing operating procedures (RSOP). The RSOP prescribe unit procedures for preparation and overall conduct of deployment activities.

Divisions develop their RSOP on planning guidance established by their parent headquarters and the 55-series field manuals. (CALL Newsletter No. 90-11, December 1990, *Getting To The Desert,* also provides excellent, specific lessons learned on readiness and deployment.) The RSOP address—

- An overall concept.
- Force-package training requirements.
- The division's notification system.
- Logistics support.
- Personnel readiness (to include family support plans).
- Equipment readiness.
- Outload support.
- Command and control at all critical points.

JOPES is the national system for joint military planning and execution of operations. It provides all services a formal system to develop, coordinate, approve, and publish OPLANs and CONPLANs. Divisions are involved with two types of JOPES planning-deliberate and crisis action. Their major difference is the availability of time. The Army Mobilization and Operations Planning and Execution System (AMOPES) is the Army supplement to JOPES. Army components plan Army forces and resources to meet combatant commanders' needs using the AMOPES. It provides the interface between unified plans for deployment and Army plans for mobilizing forces and resources. Division planners must be familiar with the JOPES and AMOPES processes. (See FM 100-11 and FM 100-1 7-1.) Deployments normally begin with the receipt of an alert message, which is a product of JOPES and AMOPES.

Division crisis-action planning (CAP) takes place on receipt of an alert or a warning order. On receipt of a warning order from the higher headquarters, crisis-action team (CAT) members (normally selected division staff members) are alerted and assemble in the EOC. There the team modifies an existing OPLAN or develops a new OPLAN and prepares to issue it to the division.

The following paragraphs describe critical pieces of the division's readiness procedures.

Alert Notification

At the appropriate time, the EOC initiates the division's alert notification and begins the CAP sequence. Critical, events are set into motion. On alert, notification units initiate personnel-assembly procedures, strength accounting, and mission planning and commence deployment activities outlined in the division's RSOP.

Notification from the EOC follows an established chain. It uses dedicated communications to major subordinate commands, separate battalions, and companies. The EOC should have the ability to simultaneously communicate emergency action messages to all designated units and activities. (For example, some civilian support may deploy.) This notification provides subordinate units with essential information needed to begin actions for deployment.

Outloading

Outload procedures are established to quickly move the division. Outload procedures lay out events and activities by hour, from the time of notification through the deployment of the division's trail unit. The outload sequence is based on the division's standard precrisis task organization into DRBs. METT-T requirements may require tailoring the standard task organization. The outload sequence is flexible enough to accommodate such changes.

Agencies and organic units (if required) assist pushing the deploying units. If possible, the division should minimize using organic assets for outload support. The installation or garrison is responsible for outloading the division. If, however, the garrison or associated nondivisional elements are unable to perform all outloading tasks, the divisional units perform outload support. The division identifies if special assets are needed, and the installation obtains them from other installations or commercial resources.

Division outload-support procedures must fix responsibilities for support activities. Examples of outload activities include—

- Formation of POE control groups.
- Transportation of personnel.
- Conduct of Soldier Readiness Program (SRP).
- Establishment of personnel and vehicle processing centers and holding areas.

Personnel Readiness

Integral to deployment proficiency is personnel readiness. Units, soldiers, and deployable civilians regularly perform personnel readiness actions. These actions include—

- Maintenance of personnel readiness folders.
- Updates to individual SRP requirements.
- Maintenance of individual special equipment.
- Personnel actions that must be accomplished regardless of mission.

Most personnel actions are completed prior to an actual alert. There will always be last-minute requirements however.

Final requirements may include—

- Prepare for overseas movement of 100 percent of deploying soldiers and finalize deployment rosters.
- Conduct final immunization based on expected area of deployment.
- Request POM, postal, and Red Cross support.
- Create manifests.
- Conduct final weapons qualification.
- Create shortage lists.
- Conduct minimum mission-essential equipment checks.

Logistics Readiness

Combat service support is a component part of the division's task organization. The DRBs are task-organized with appropriate CSS assets that enable the force to sustain itself for a designated time period. Assigned missions may require logistics support beyond the DISCOM's responsibilities. Therefore, the division quickly assesses logistics requirements, taking into account host nation capabilities. The division then requests and sequences augmentation by corps CSS units into the division's deployment.

Logistics requirements of deploying forces are of two categories: unit-related supplies and equipment, and nonunit-related supplies and equipment. The first includes the unit's organic equipment, basic load, and accompanied supplies. The latter includes all sustainment support requirements not assigned to a specific unit. Nonunit-related supplies and equipment support the division's forces until lines of communication (LOC) are open.

Procedures for the storage, accountability, and deployment of supplies are essential to the division's deployment readiness. Logistics requirements at every divisional level must be clearly stated and documented. Procedures that cover logistics support, ranging from uploading equipment to issuing ammunition, must be thoroughly documented and synchronized with other parts of the deployment plan. The desired end state of these logistics actions is to deploy and sustain an effective force capable of conducting assigned missions on arriving in the area of operations.

Transportation Considerations

A key issue is transporting the division. The Army depends on the Air Force and the Navy for strategic lift. The division identifies its transportation requirements and constraints through the Transportation Coordinator Automated Command and Control Information System (TC-ACCIS). This is an information management and data communications system used to plan and control movement for deployments. The TC-ACCIS ties together (through a computer network) the installation transportation office, unit movement coordinators, intermediate unit movement officers (such as the division transportation officer, brigade movement officers), and unit movement officer (FM 55-65). By establishing a detailed precrisis movement data base, the division can tailor its unit loads according to METT-T and available transportation.

Security

Security measures are vital to protecting the division's forces. The division establishes procedures and ROE to prevent hostile or unwanted monitoring of division activities. Laxness in division security procedures jeopardizes soldiers and the mission.

Security measures include—

- Establishing procedures and safeguards to limit military and commercial communications.
- Designating unit security areas.
- Developing unit OPSEC measures.
- Conducting counterintelligence evaluations prior to the deployment and executing countermeasures during the deployment sequence.

Public Affairs

Media impact on deployment operations is substantially greater today than in any previous time in history. The news media's capability to gain and transmit ongoing deployment activities globally cannot be discounted. News technology requires the division to establish a single point of contact for releasing information regarding ongoing operations. The division's public affairs office (PAO) coordinates all media actions. Additionally, PAO responds to public requests for information as appropriate. The division develops procedures and

guidelines for releasing information within security, propriety, and safety considerations of the ongoing operation.

Family Support

Procedures for family support while soldiers are gone are critical in deployment planning. These procedures are established and documented. They may include forming family support groups that assist in resolving problems and formally interacting with Army Community Services, the Installation Ministry Team, and Family Life Center to meet family needs. Soldiers need assurance that their families will be cared for after they deploy. Single soldiers must be considered and assured that their families are kept abreast on their situation. Family support is the responsibility of both the deploying commander and the garrison or installation commander. The garrison, installation, or rear detachment commander supervises family support actions when the division deploys.

Rear Detachment

Rear detachment requirements always exist when units deploy. Nondeployable personnel and equipment (organizational and personal) will require positive control. Rear detachments must be established and trained to perform their critical tasks in the areas of—

- Installation or facility control.
- Administrative responsibility of nondeployed personnel.
- Storage of privately owned vehicles (POVs) and weapons.
- Disposition of personal property.
- Family assistance.
- Unit property management.
- Provision of Class A agent.
- Security management.

Training

Since force-projection missions are accomplished rapidly with little or no warning, divisions must train as they intend to operate. Once alerted, the division may have little time to correct training deficiencies.

When not deployed, divisions normally establish three DRB TF operating cycles—mission, training, and support. These rotational cycles ensure that one DRB is fully prepared to deploy while the second DRB is postured to support or augment the division's outload. The third DRB concentrates on training. Such cycles facilitate the division's readiness and support METL and battle task training. FM 25-5 addresses unit training for deployments.

APPENDIX D

MOBILIZATION AND DEMOBILIZATION PLANNING

Worldwide missions demand an appropriate mix of forces. This mix includes active, National Guard (NG), and US Army Reserve (USAR) forces in combat, combat support (CS), and combat service support (CSS) units to meet the various mission requirements around the globe. In some cases, division commanders may execute plans for the reception and training of mobilized reserve component (RC) units.

In Operations Desert Shield and Desert Storm, the United States demonstrated its capability to assemble, deploy, and rapidly project military forces. The 1st Battalion 158th Field Artillery (Multiple-Launch Rocket System) of the Oklahoma Army National Guard, for example, was alerted for mobilization on 15 November 1990, and federalized on 21 November 1990. The l-158th FA (MLRS) arrived at its mobilization station, Fort Sill, on 24 November 1990. The battalion's equipment was processed at the mobilization station and shipped to a seaport of embarkation (SPOE) within 24 days of federalization. The battalion, minus equipment, deployed to Southwest Asia on 31 January 1991. Once in country, the battalion awaited the arrival of its equipment. At the seaport of debarkation (SPOD), the battalion off-loaded its own equipment, moved to its VII corps assembly area, and fired in the initial preparation fires for the ground offensive on 22 February 1991. The 1-158th FA mobilized, deployed, and participated in combat fire missions within 82 days from call-up. In other examples, RC units were alerted, mobilized, and deployed into the area of operations in as little as two days.

AUTHORITY FOR MOBILIZATION

The end of the cold war has resulted in changes in the national security strategy and the national military strategy. The Army has gone from a forward-deployed to a forward-presence, primarily CONUS-based, force-projection Army. The result is a dramatic increase in reserve forces' participation in all areas of operation. Understanding the impact of RC mobilization is critical to mission success.

Authority for RC mobilization resides in the National Command Authorities (NCA) and the US Congress. The NCA must authorize both the movement of troops and the execution of military actions. By law, no one else in the chain of command has the authority to take such action.

The graduated mobilization response (GMR) is key in the mobilization process. The GMR provides for five levels or options which can be adjusted for the degree of severity and ambiguity of the situation. These levels are—

- Presidential selected reserve call-up (PSRC). Title 10, United States Code (USC) 673(b), authorizes the President to involuntarily call up 200,000 members (all services) of the selected reserve as individuals or units for 180 days, with an extension of up to 180 days. This PSRC authority does not require the President to declare a national emergency; it does require a report to the US Congress within 24 hours.
- Partial mobilization. Title 10, USC 673(a), authorizes the mobilization of 1,000,000 ready reserve (all services) members for up to 24 months using a Presidential executive order upon proclamation of a national emergency. Congress may declare a state of national emergency and subsequent reserve mobilization under Title 10, USC 672(d). The congressional declaration does

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not limit the number of reservists mobilized or the length of tour unless specified in the resolution.

- Full mobilization. Title 10, USC 671 (a), 672,674, and 675 authorize the call-up of all forces in the current force structure, including NG and USAR units, individual ready reserve, standby reserve, and members of the retired reserve. In addition, Congress must declare that a state of national emergency or war exists. The length of service is for the duration of the national emergency or war plus six months.
- Total mobilization. This is an extension of full mobilization. It activates and organizes additional units beyond the current approved force structure. Total mobilization brings the industrial mobilization base up to full capacity to provide the additional resources, equipment, and production facilities needed to support the armed forces of the nation.
- Selective mobilization. This is used primarily for domestic emergencies or natural disasters. It is authorized under Title 10, USC 3500,8500,331, 332, and 333. The President or Congress, through proclamation or special action, authorizes an expansion of the active duty force with NG or USAR units to protect life, federal property, and functions, or to prevent the disruption of federal activities.

AVAILABLE FORCES

Division commanders consider augmenting their forces for operations under the authorities just mentioned. Specifically, division commanders may request, through their chains of command, call-up and attachment of an Army National Guard separate brigade, activation of their division's rear operations cell (ROC), or individual Army reserve augmentations to fill special skill requirements. Plans call for medium divisions to also be available to the Army.

Army National Guard Separate Brigades

Some Army National Guard brigade-sized units are currently designated as separate brigades. These brigades provide the Army with an additional go-to-war capability when mobilized. The structure of these brigades can best be defined as a modified separate brigade. Some have an assigned training affiliation with active Army units. Others do not. None, however, are assigned to divisions for war planning purposes.

Reserve component separate brigades are armored, mechanized, or light infantry (and one armored cavalry regiment). Armored and mechanized separate brigades comprise a brigade headquarters, three maneuver battalions, an artillery battalion, a support battalion, an engineer battalion, a military intelligence company, and an armored cavalry troop. Infantry brigades comprise a brigade headquarters, three maneuver battalions, an artillery battalion, a support battalion, an engineer company, a cavalry troop, and a military intelligence company.

Rear Operations Cell

Intrinsic to the division rear CP is the ROC. The ROC is a 19-person RC unit that augments the division's rear operations staff. This augmentation results in a fully capable 24-hour division rear command post. The ROC assists with rear area planning, coordinating and controlling of rear security operations, movement control, terrain management, and damage control.

Individual Mobilization Augmentation

Individual mobilization augmenters (IMAs) are reserve personnel generally assigned to an approved TOE or table of distribution and allowances (TDA) but may be available to augment the division commander's staff in times of crisis. These soldiers may be able to provide specific skills to the division as well as fill unmanned positions in units. If special reserve augmentation is required, the division submits a request through the appropriate chain of command to the US Army Reserve Personnel Center.

Medium Divisions

Finally, the Army National Guard is developing divisions patterned after the 2d Infantry Division in Korea. This design consists of one armored, one mechanized, and one light infantry brigade with traditional division CS and CSS units. This division is designed to provide commanders with a great degree of operational flexibility. When fielded and

trained, the medium divisions' strengths and limitations should be similar to that of armored divisions.

PLANNING FOR MOBILIZATION

Although Active Army divisions have very little impact on the reserve mobilization process, commanders and their staffs must know how RC units mobilize. They also must know their role in the process.

The division commander may identify and recommend or request specific types of reserve forces required to support a specific OPLAN through the appropriate chain of command. (Normally reserve units are identified in CINC-developed OPLANs and time-phased force and deployment data (TPFDD).) Early identification of any needed RC support allows for the mobilization planning of these units. Divisions routinely express their requirements to their corps headquarters.

The division commander and his staff also consider individual manpower requirements. These generally fall into four categories:

- Manpower required to bring units up to approved authorized levels of organization.
- Manpower required for unit filler or casualty replacements.
- Civilian manpower required to meet expanded missions within the sustaining base and to support requirements of the supported combatant commanders.
- Military and civilian requirements in the sustaining base.

Some IMAs are already assigned to TOE positions. These individuals are assigned against MTOEs in AC divisions. IMAs may be activated for a specific training period or a crisis.

The division or his installation commander may also be a mobilization station commander. As RC units enter active duty (or report to duty), the mobilization station commander plans for their administrative services and support. The primary concern is ensuring soldiers meet requirements and standards for active duty and processing for overseas movement (POM) deployment. These include, but are not limited to, specific legal, medical, dental, and administrative standards. Mobilization installations will meet many of these requirements. Installation commanders may or may not request division support. The installation's planning process will certainly affect the division. (See Army Mobilization Operations Planning and Execution System.)

Initially, mobilized RC unit facility needs may not impact on the division. Under a selected or PSRC mobilization, existing structures can fill facilities requirements. However, as a GMR increases, the division or installation will have to deal with the increased demand for facilities on its installation. Commanders must also anticipate increased requirements for medical, dental, and other support. Note that during Operation Desert Storm, facilities and property accountability at some installations became a problem because deployed AC units did not completely clear their buildings.

Installation mobilization plans may require National Environmental Policy Act analysis before their final approval. (For example, increased soldier populations in older garrison areas may overburden present sewage capacities and require environmental waivers.) "Dual-hatted" commanders should be aware that environmental restrictions impact mobilization plans. They should have specific contingency plans or prenegotiated waivers to meet these requirements.

Deliberate planning must also include the impact a full or total mobilization would have on the division's facilities. Both financial management and services and contracting should be considered. Financial management and services planning should include currency support for procurement and organizational support in the area of operations (AO); field services (commissary and exchange services); military pay and travel; and central funding operations. Contracting support should be considered to fill gaps in the existing facilities and services, including billeting, food service, transportation, and medical and dental services and supplies.

Mobilization of the RC occurs in five phases: planning, alert, home station, mobilization station, and movement to port of embarkation.

Planning is the first and probably most important phase of mobilization. This phase must include both the AC and the RC during peacetime to properly plan, train, and prepare to accomplish their assigned

mobilization missions. Critical to this phase is the identification of combat, CS, and CSS units to support the various combatant commanders' CONPLANs and OPLANs. Reserve component units remain under control of their state or US Army Reserve Command (USARC) during this phase. However, AC WARTRACE and dedicated training association (DTA) units continue planning and coordination with their RC units for mobilization and employment. Thus, RC DTA unit METLs must reflect the divisions' training guidance.

The ***alert*** phase begins when an RC unit receives notice of a pending order to active duty; it ends when the unit enters active federal service (effective date of entry on federal active duty). Actions initiated in the planning phase help the unit transition to an active status. Some key unit members are brought on active status early to begin these actions. Command and control (C^2) of RC units remain unchanged during this phase.

The third phase, ***home station mobilization,*** begins when RC units enter on federal active duty at their local armories or centers. It concludes upon the RC units' departure for the mobilization station (MS) or port of embarkation (POE). During this phase, the unit finalizes necessary actions to bring it to an active status and to prepare for movement to its MS or POE. Under a partial or full mobilization, command and control of RC units fall under the CONUSA.

Arrival at the ***mobilization station*** begins the next phase of mobilization. It ends as the unit arrives at the POE. All efforts focus on bringing RC units to a mission-capable status in the shortest amount of time. Processing for overseas movement and validation or certification for deployment are the major concerns of RC units during this phase. Unit validation and certification for deployment are responsibilities of the installation or garrison commander and his representatives. Command and control of mobilized RC units remain the responsibility of the mobilized units' MS installation commander. However, the division coordinates and provides liaison with the supporting RC unit.

Port of embarkation is the fifth phase of the mobilization process. It concerns those actions that occur at the POE. This phase corresponds to the second phase of deployment and begins with the units' arrival at the POE and ends on their departure from the POE. At the APOE and SPOE, units prepare and load equipment and manifest and load personnel.

PLANNING FOR DEMOBILIZATION

Planning for demobilization is critical. The division cannot wait for crisis termination to begin planning for redeployment and demobilization of mobilized RC units. It must begin early in the process. The division's role in demobilization may be much greater than in mobilization. It begins in the division's AO with reconstitution of attached RC forces and preparation for redeployment to CONUS or OCONUS demobilization stations. There are five phases of demobilization: demobilization planning; area of operations demobilization; POE-to-demobilization station or CONUS demobilization center (CDC); demobilization station (DMS) or CDC actions; and home station/home of record actions.

Demobilization planning begins concurrently with mobilization. Demobilization planning may impact on division planners in theater as RC units begin the tasks of reconstitution and demobilization while under division or corps control. This planning considers critical decisions and priorities between personnel and logistics support along with the DOD's desire to return RC soldiers to CONUS as quickly as possible. Plans must address many issues including basic equipment maintenance, disposition actions, decorations and awards, and evaluation reports. The division may also coordinate for installation support activities at both the division's home station installation and the RC unit's demobilization station. The division will be an active player in communicating demobilization plans and actions down to attached RC units.

Area of operations demobilization begins with the reconstitution of RC units. It ends when these units arrive at the POE for onward movement. Again, the division's actions in theater play a great part in the successful demobilization of RC units. Initiation of administrative and logistic actions to ensure soldiers are cared for, critical equipment is maintained, and supplies are properly accounted for is of primary importance. During this phase, the division programs RC units for movement to DMSs. These stations are usually at the same place the units

were mobilized. The division ensures units and individuals are programmed to move to POE. Other service and support actions, such as medical and dental care, are initiated (if available in theater) to further speed the demobilization process.

The POE-to-demobilization station or CONUS demobilization center phase overlaps with the redeployment phase discussed in FM 100-17. This phase ends on arrival at the DMS or CDC. Past redeployment experiences and exercises have indicated the corps or division should provide a C^2 organization chartered to assist logistics organizations such as Theater Army Area Commands (TAACOMs) or the COSCOM in theater POE operations. Command of redeploying units passes from the supported CINC to the supporting CINC upon "wheels up" from the APOE or when passing the outer marker from SPOE. While in transit, the USTRANSCOM temporarily exercises control until arrival at the APOD or SPOD.

The RC units' ***arrival at the DMS,*** or individual RC soldiers' ***arrival at CDC,*** begins the fourth phase of the demobilization effort. Installation commanders ensure all necessary medical and dental actions, finance records, legal and entitlement briefings, personnel records updates, and logistics files are current before releasing units or individuals for movement to their home stations. Installation plans for increased soldier and family support activities should be prepared for execution on arrival of returning individuals and units. Welcome-home ceremonies, which include both soldiers and families, should be planned and executed for returning units.

Home station/home of record actions is the final phase of the demobilization process. It ends with release from federal service at the RC units' home stations or the individuals' homes of record. Actions are taken at home stations to complete the demobilization process and return the units to a pure RC status. Some of these actions include turning in individual equipment, ensuring the maintenance and storage of equipment, and updating inventories and hand receipts. CONUSA issues orders (less Army special operations force (ARSOF)) establishing active duty RC units' date and time of release from active duty and subsequent reversion to RC status. The US Army Special Operations Command releases the special operations forces.

The timely and expedient demobilization and reconstitution of the reserve component are critical to success of the US force-projection Army. How well the Army redeploys, demobilizes, and reconstitutes from its last contingency operation may well determine its ability to rapidly mobilize and deploy for the next crisis or emergency situation.

APPENDIX E

SUSTAINING THE DIVISION

The primary mission of combat service support (CSS) units is to sustain our forces in battle. CSS planners analyze force requirements for all phases of the division's operation. Combat and combat support (CS) planners help to determine the best tactical course of, action. Once the division commander determines his concept of operation, CSS planners focus on supporting and anticipating force needs. CSS operations, like combat operations, use the basic Army tenets:

- Initiative. The division aggressively denies the enemy continuous logistics support.
- Depth. The division ensures distribution of support so that close and deep operations do not depend on one facility only to continue the fight. The division plans for alternate support and is prepared to shift the support without interrupting the main effort.
- Agility. The division anticipates, plans, and reacts to any rear threat and moves the necessary forces to meet and defeat the threat throughout the width and depth of the rear area.
- Synchronization. The division sustains CS and CSS forward and coordinates combat assets simultaneously to neutralize the rear threat without degrading support forward.
- Versatility. The division employs versatile soldiers and units to sustain deep, close, and rear operations.

Within the division, sustainment is detailed in the concept of support, developed by the G1 and G4 in coordination with the G3. To develop the concept, the G4 uses the CSS estimate, the commander's intent and guidance, unit priorities, the higher headquarters' concept of support, lessons-learned data, unit battle books, and the concept of operation. The division's concept of support addresses manning, arming, fueling, fixing, moving, and sustaining the soldier and his equipment. The DISCOM commander is the division commander's and ADC-S's principal player in executing combat service support plans.

Planners consider the impact of both joint and multinational support. In today's environment, divisions are often part of joint or multinational forces. CSS planners must understand and integrate joint and multinational assets and requirements into the division's sustainment operations. They—

- Understand the commander's intent and the priorities.
- Track and monitor the battle.
- Anticipate requirements and use initiative to meet them.
- Pre-position supplies and equipment.
- Actively push support forward.
- Seek windows of logistics opportunity.
- Consider the impact of rear area threats.

Division logistics depends on an effective distribution system. Distribution is the heart of logistics at all levels of command. The distribution system relies on movement control to make it truly effective.

Chapter 1 discusses the missions and functions of the DISCOM. Chapters 2 and 3 highlight sustainment along with other aspects of division rear operations. Additionally, FMs 100-10, 63-2, and 63-2-1 detail sustainment of division operations. The following paragraphs address CSS to division operations only.

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CONCEPT OF SUPPORT FOCUS

Manning and Sustaining Soldiers

Manning the force includes all the provisions to maintain healthy, fit soldiers. The division G1 section coordinates this personnel service support for the division. This support includes—

Personnel operations (including replacement operations, strength accounting, and casualty reporting, as well as other personnel services).

- Religious support.
- Legal services.
- Finance services.
- Morale support activities.
- Postal services.
- Coordination of public affairs.

The combat health support (CHS) system of the division sustains and protects the health of the soldier in war and operations other than war. Consistent with tactical operations, CHS operates at both unit and division levels. It provides continuous medical management, patient care, and evacuation. CHS functions are performed by unit-level medical platoons and sections (treatment echelon I) and DISCOM medical companies (treatment echelon II). CHS functions include—

- Advanced trauma management.
- Patient evacuation.
- Surgical resuscitation.
- Emergency dental care.
- Limited laboratory and x-ray services.
- Mental health services.
- Preventive medicine services.
- Medical logistics and blood management and class VIII distribution.

Patient evacuation from unit-level medical treatment facilities (MTFs) and provisions for "seamless" medical care and treatment and health service logistics characterize division CHS. DISCOM medical companies operate in all brigade support areas (BSAs) and the division support area (DSA). Each medical company operates a division clearing station in its respective support area and uses its ambulance platoon, augmented with corps ambulances, to evacuate patients from MTFs. Clearing stations focus on—

- Triaging, treating, and immediately returning those soldiers who are fit for duty.
- Treating and holding those patients expected to return to duty within 72 hours.
- Performing urgent surgery (when properly augmented), and stabilizing and evacuating critical patients out of the division.

The CHS system optimizes the return-to-duty (RTD) status of the maximum number of skilled and combat-experienced soldiers at the lowest possible treatment echelon. RTD and non-RTD patients are identified early in the evacuation chain. Patients requiring evacuation out of the division are transported to a corps-level hospital (treatment echelon III) for definitive treatment. In split-based operations and in OOTW, patients may be evacuated directly from a corps-level hospital to CONUS.

The division CSS structure does not provide for mortuary affairs (MA) and laundry field services. Augmentation normally comes from platoons or sections of a COSCOM field service company placed in support of a division below division level. The quantity and variety of services that can be made available will depend on the augmentation available to the division.

The COSCOM normally operates a MA collection company in the rear corps support group (CSG) and employs MA platoons in BSAs and the DSA on an area support basis. Collection platoons collect, assist with identification, and evacuate remains to the rear. Collection points are isolated from other activities, but are located near a main supply route (MSR). Deceased personnel are identified as early and as completely as possible and evacuated with their personal effects from forward areas. The intensity of combat, coupled with a lack of MA capability, will result in requirements that far exceed capabilities. Division personnel must be trained in peacetime to handle MA tasks during the initial days of hostilities.

The field service company (FSC) provides shower, laundry, limited clothing repair, and delousing support to the DISCOM. The FSC is normally assigned to a corps support battalion and located in the division rear area. The FSC is a

modular unit that may provide support as far forward as METT-T allows.

Water supply points are established as close to the using unit as possible considering the location of a water source and the commander's tactical plan. The most forward water points are normally located in the BSA, even if it requires establishing a dry point and transporting water from a suitable source. Using units draw water from the supply point using organic transportation. Preventive medicine personnel are responsible for approving water sources.

The division stocks limited supplies and equipment, ranging from clothing to tools. Supporting units normally stock items such as MOPP gear and environmental protection items (boots, overshoes, parkas, helmets). Distribution plans for this type protective clothing and equipment must consider service life of the overgarments and filters, as well as the threat. Unit priorities for equipment issue must be established.

Arming

Arming is the provision of munitions to weapon systems. It encompasses all types of ammunition to include mines and demolition munitions. Class V is a scheduled supply that the COSCOM ammunition distribution system provides the division based on known requirements and forecasted needs. The division ammunition officer (DAO) manages class V. Ammunition is managed in combat loads (the amount of class V a unit can carry on its weapon systems) and basic loads (the amount of ammunition a unit can carry which is designed to sustain them in combat until they can be resupplied). Units designate a required supply rate (RSR) of ammunition items indicating their needs to sustain tactical operations for a specific period. Within the corps-established constraints, the division establishes its own internally controlled supply rate (CSR) which is passed down to each subordinate commander.

The ammunition transfer point (ATP) is normally located in the brigade support area. It is staffed by the FSB and aviation support battalion (ASB) supply company's class V section. A DAO representative supervises its operations.

Forward CSGs distribute approximately 25 percent of the division's ammunition from ammunition supply points located in the division's rear area. The bulk of the division's ammunition (approximately 75 percent) is throughput from the corps storage area (CSA) to ATPs. Recently approved munitions concepts for support are found in FM 100-10.

Fueling

Fueling provides required fuels to weapon systems and other equipment. In modem battle, fuel is as important as ammunition. Fuels are furnished to the division based on long-range forecasts and daily usage factors. Functional petroleum units assigned or attached to the CSG provide the distribution system that brings fuels to the division area. Division units report their fuel status through brigades to the division materiel management center (DMMC). The DMMC passes on the consolidated report to the corps materiel management center (MMC) and the division G4.

Fuel may have to be allocated to meet tactical requirements. The G4, with input from the G3, recommends allocation of fuels. Allocation instructions are then passed to the fuel issuers in the division main support battalion (MSB), ASB, and FSBs.

Fuel is brought forward to the division and brigade support areas in large-capacity corps and division tankers. (Division 5,000-gallon tankers are routinely exchanged between the MSB and FSBs.) Railway tank car, barge, and pipeline or flexible hoseline are also used to deliver to the brigade area, bypassing the division main class III supply point and eliminating double handling of the fuel. Fuel is either pumped into the tanks of the fuel system supply point or transferred into division tankers for distribution within the division. In some cases, full semitrailers may be exchanged for empty ones.

The aviation brigade uses large quantities of JP8 (aviation turbine fuel). It provides fuel supply to all division aircraft through fueling points at the division airfield and FARPs throughout the division area. The COSCOM resupplies the aviation brigades's ASB in heavy divisions or the support platoon in light divisions, although the division main fuel supply point maintains some aviation fuel stockage. The aviation brigade reports fuel status to the DMMC.

Fixing

Fixing is more than simple maintenance. Fixing includes repair parts provided at the right time and place and all the action taken before, during, and after battle to keep equipment operational. Maintenance, battle damage repair procedures, and the other fixing tasks are combat multipliers.

The maintenance system in the division area repairs damaged weapon systems and other equipment as far forward as possible. This increases their combat time and reduces or eliminates recovery and evacuation time. Maintenance support teams (MSTs) implement this fix forward support maintenance concept and repair major weapon systems in the MBA. The exposure of the MSTs is a risk factor the commander must consider when applying the "support forward" concept.

Weapon systems or items of equipment that cannot be repaired on site must be recovered, or evacuated to the lowest level at which they can be repaired. The using unit is responsible for recovering damaged equipment. Once an item is in maintenance channels, evacuation to a higher maintenance level becomes a maintenance responsibility.

Decisions concerning the disposition of damaged weapon systems and equipment must be made on site, if possible. Items that cannot be repaired on site must be recovered to the maintenance collection point in the battalion trains area or the BSA to await repair. Repair time limits are outlined in FM 43-11 and usually disseminated in the appropriate SOP at each successive level.

Damaged and unrepairable equipment is evacuated to salvage collection points. They are normally collocated with maintenance collection points. The DISCOM has the organic ability to operate salvage collection points in the BSAs and the DSA.

DISCOM maintenance units provide DS maintenance, reinforcing maintenance, and repair parts supply for all equipment, except crypto material, ADP, medical, textile, airdrop, and individual and organizational. Because of its many organic aircraft and their high-maintenance requirements, the air assault division is authorized an aircraft maintenance and supply battalion. It provides repair parts supply and DS maintenance of aircraft, aircraft armament, avionics, and ground control approach equipment. The aviation intermediate maintenance (AVIM) battalion provides organic aviation maintenance to the division.

Moving

The moving function transports equipment and personnel via the most efficient means from their origin to final destination. Transportation activities include mode operations, movement control, and terminal operations. Transportation is the vital link in moving all classes of supply and services to division units.

Divisions have limited motor transport capabilities and rely on corps assets to deliver most supplies and equipment. Corps truck companies are normally employed in general support roles. They are committed by the movement control center (MCC) and movement control teams (MCTs) directly through their battalion headquarters. Corps transportation assets deliver to both division and brigade support areas.

Movement control is performed at corps to support the division. The corps MCC provides management services and highway traffic regulation to the division in the form of movement control teams and air terminal MCTs.

The move function also includes terminal operations. A terminal is any facility in which cargo or personnel are loaded, unloaded, and handled in transit. Terminals are usually established at origin, destination, and in-transit transfer points. The goal of terminal operations is to transfer cargo only when absolutely necessary in order to expedite delivery to the user.

SUSTAINING THE OFFENSE

The concept of support for offensive operations normally results in CSS units positioned well forward. They sustain the attacking units with priority of support to the main effort. Forward support battalions or forward logistics elements normally follow closely the attacking brigades where they can support without interfering with maneuver units. The remainder of the DISCOM is positioned to best support the FSB and weight the main effort.

The DISCOM displaces forward as required to shorten the supply lines as the tactical situation dictates. In the event of rapidly advancing division

attacks, rear DISCOM elements support on the move or by bounds. In the latter case, the DISCOM units must take only mission-essential items.

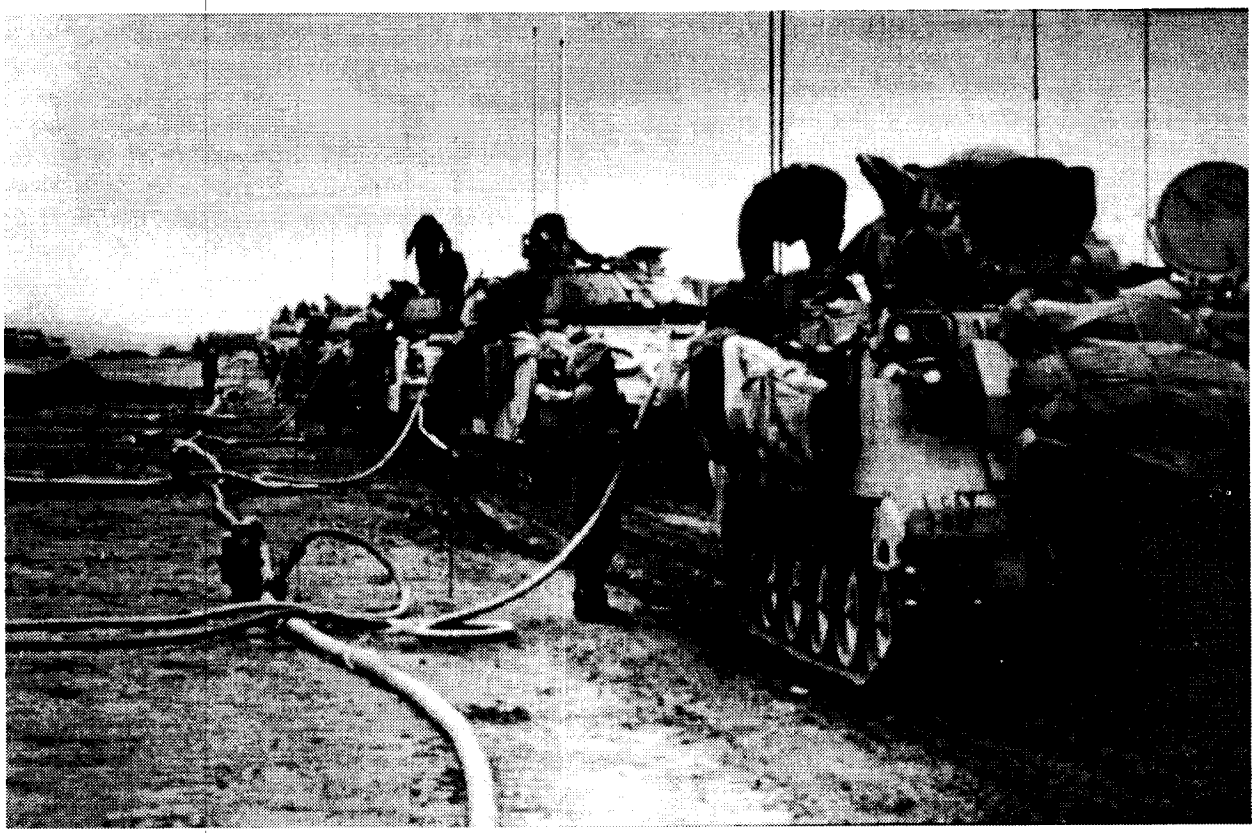
The division must plan and coordinate for disposition of disabled equipment, casualties, and transportation of excess supplies. DISCOM elements establish refuel points in forward assembly areas to facilitate and maintain the momentum of the attack. The support plan must ensure that ground and air maneuver units arrive on their objectives with enough supplies to continue the attack without loss of momentum, should the need arise. Different types of offensive operations require different logistics tailoring.

During offensive operations, primary manning concerns are monitoring unit personnel status and conducting replacement operations.

Arming is always critical. Extended supply lines create problems ensuring that ammunition (class V) is available when needed. The division positions ATPs as far forward as possible, moving them forward as the attack advances. Artillery ammunition is stockpiled at predesignated firing points. Other arming considerations include monitoring unit basic loads and required and controlled supply rates, and preparing for emergency resupply procedures.

Offensive operations use much more fuel (class III) than defensive operations, although terrain may significantly affect the fuel consumption. Estimated consumption versus basic load refuel capability is assessed. Shortfalls are fixed with prestocked facilities, increased fuel-carrying capacity, or refuel on the move or forward arming and refueling point operations. Additional fueling considerations include distribution plans, reallocation of fuels, and displacement of fuel and refueling assets.

Extensive vehicular movement in the offense increases maintenance needs, especially in rough or slow-going terrain. All PLL stockage levels will be at required levels, with increases in items such as tires, gauges, and shock absorbers. Recovery,



Division support command elements establish refuel points in forward assembly areas to facilitate and maintain the momentum of the attack.

evacuation, and roadside repairs have priority. Other maintenance considerations include:

- Establish and secure maintenance collection points.
- Institute battle damage assessment and repair.
- Allow controlled substitution or cannibalization of equipment.
- Attach MSTs to combat units.
- Provide security of LOC for recovery operations.

Offensive operations also increase resupply time lines and turnaround times. Longer supply lines increase vehicle maintenance and decrease available transportation assets. Available convoy security forces and the consolidation of convoys for security increase turnaround times. CSS commanders and staff also consider using alternate MSTs, requesting additional throughput from the higher supporting headquarters, and using captured vehicles.

Requirements for medical and MA support increase in offensive operations. The division's main attack normally receives the highest number of casualties and is weighted appropriately. Commanders and staff also consider medical evacuation procedures, EPW evacuation procedures, refugee movement, casualty collection points, and ambulance exchange points. Following are other CSS planning considerations:

- Position forward at night essential support (such as ammunition, fuels, and maintenance).
- Use preplanned and preconfigured push packages of supplies.
- Maximize throughput distribution when feasible.
- Echelon support forward and initiate operations at the new sites before ceasing operations at the old sites.
- Make CSS mobile and upload as much as possible.
- Use captured enemy supplies.
- Plan adequate communications between CSS and assets and units.
- Coordinate for use or future use of terrain.
- Plan for transition to an exploitation or to the defense.

SUSTAINING THE DEFENSE

The aims of CSS in the defense are to support defensive battles and facilitate rapid transition to the offense. These operations require tactical logistics tailoring. In the defense, logistics support must adapt to changing situations.

CSS units are tailored similarly for mobile and area defenses. Support to the striking force in a mobile defense, however, may resemble support to the offensive, as described earlier. (The striking force in a mobile defense is discussed in Chapter 5.) CSS support is normally stockpiled and cached to support the division's forces. The following paragraphs highlight personnel and logistics considerations during defensive operations.

Unit personnel readiness (strength accounting), replacements, and casualty management continue to be critical functions. Overall casualty rates usually decrease in the defense as opposed to the offense; however, the casualties from NBC and artillery attacks may increase.

Ammunition expenditures are higher in the defense with expenditures two or three times the basic load amount. Forward stockpiling and caching help meet projected needs. Preconfigured ammunition loads such as push packages are sent forward regularly during the engagement. Commanders make specific plans for the emergency resupply of their units.

The need for class III supplies decreases significantly for a relatively static defense. In a mobile defense, however, consumption may equal that of offensive operations. Following are other defensive considerations:

- Send forward push packages of critical supplies regularly. Continue resupply until the receiving unit issues instructions to the contrary.
- Move logistics support during limited visibility to reduce enemy interference.
- Secure collection points and pre-position stocks of critical supplies.
- Air deliver supplies where feasible.

- Plan for increased demand for barrier materials.
- Coordinate with civil affairs concerning refugee control and host nation support.

SUSTAINING RETROGRADE OPERATIONS

Providing CSS for retrograde operations is complex because various maneuver units may be attacking, defending, or retrograding at the same time and often near the enemy. CSS units support all these activities. Retrograde considerations are as follows:

- Echelon support in depth and to the rear.
- Limit the flow of supplies forward to only the most essential.
- Evacuate supplies and equipment early, preferably during limited visibility.
- Keep supply and evacuation routes open.
- Repair forward under hostile conditions and use combat systems to evacuate inoperable combat systems rather than risk loss to the enemy.
- Implement the division commander's policy of controlled exchange.
- Most important, maintain full knowledge of the current tactical plan and contingency plans.

RECONSTITUTION

Reconstitution is extraordinary action that commanders plan and implement to restore units to a desired level of combat readiness. It transcends normal daily force sustainment actions. No resources exist solely to perform reconstitution, rather it is done by existing systems and units.

Reconstitution decisions belong to commanders. They control assets and decide whether to reorganize or regenerate a unit. Normally, the decision to reconstitute is made two echelons above the unit which must be rebuilt. The commander two echelons above, with his staff's assistance, is in the best position to assess a subordinate unit's effectiveness. His assessment includes—

- His knowledge of the soldiers and units involved.
- The condition and effectiveness of subordinate commanders and leaders.
- Previous, current, and anticipated situations and missions.

These factors form the foundation for reconstitution decisions. FM 100-9 is the doctrinal reference for reconstitution. It discusses the commander's assessments in detail.

Reorganization shifts resources within a degraded unit to increase its combat effectiveness. Commanders reorganize before considering regeneration. Reorganization may be immediate or deliberate. ***Immediate reorganization*** quickly, and usually temporarily, restores degraded units to minimum levels of effectiveness. Normally a commander implements it in the combat position or as close to that position as possible to meet near-term needs. ***Deliberate reorganization*** is conducted when more time and resources are available. It usually occurs in brigade rear areas. Procedures are similar to those of immediate reorganization; however, some replacement resources may be available. Also, equipment repair is more intensive, and more extensive cross-leveling is possible.

Regeneration involves the rebuilding of a unit through the large-scale replacement of personnel, equipment, and supplies; reestablishment of command and control; and mission-essential training for the rebuilt unit. Because regeneration is so intensive, it occurs at specific planned sites after the unit to be regenerated disengages from the enemy. A division can regenerate combat units through reorganization. Regeneration requires help from higher echelons. The commander directing the regeneration normally forms a regeneration task force.

Responsibilities

The following paragraphs highlight general responsibilities in the conduct of reconstitution.

The commander includes reconstitution considerations in all operational planning. Further, he—

- Ensures regeneration SOPs and plans exist.
- Ensures the unit's training program includes regeneration training.

- Sets priorities that align with operational and tactical objectives when more than one unit requires regeneration.
- Activates regeneration assessment teams to evaluate attrited units when required.
- Determines the follow-on missions for reconstituted forces.
- Decides whether or not to regenerate an attrited unit. If he decides to regenerate, he sets the unit effectiveness goals while keeping in mind the time available.
- Determines the specific actions required for the regeneration.

The ***G1 and S1*** manage strength accountability and determine replacement availability for current and upcoming operations. They identify soldiers with required qualifications and develop personnel replacement plans in the OPLAN process. In addition, the G1 and S1—

- Determine the expected unit losses for specific missions.
- Coordinate casualty reporting with the medical system.
- Coordinate support for increased battlefield stress casualties.
- Anticipate increased needs for battlefield promotions and impact awards.
- Coordinate the RTD program with supporting medical elements.
- Coordinate personnel actions for contingency manning standards.
- Advise the commander and operations staff on the personnel services for support.

The ***G2 and S2*** advise commanders on the threat situation facing candidates for regeneration. Further, they—

- Assess the threat for prospective regeneration sites.
- Obtain medical intelligence on the site for the command surgeon to evaluate.
- Advise the commander and operations staff on the intelligence elements for the regeneration task force, coordinating intelligence with these elements during the process as required.

The ***G3 and S3*** include regeneration in OPLANs on the basis of expected losses and future missions. The G3 and S3—

- Recommend to the commander the assessment of an attrited unit.
- Recommend, based on the formal assessment, whether or not to regenerate a unit and, if so, the extent of regeneration. They recommend priorities to the commander, advising him on availability of personnel and equipment.
- Identify critical shortfalls and plan for employment options to meet contingency needs.
- Advise the commander on the need for, composition of, and functions of the regeneration task force, and coordinate these with all other staff sections.
- Recommend regeneration sites after coordinating with the logistics staff, CSS commanders, and others with relevant information.
- Advise commander on security measures for the site. These include the recommended role of the attrited unit.
- Coordinate with the rear operations commander to integrate a unit undergoing regeneration into the rear operations security plan.
- Advise commander on training needs in units undergoing regeneration, identifying required resources, and help execute the training.

The ***G4 and S4*** provide logistics input for the regeneration part of the OPLAN. Further, they—

- Identify logistics resources needed to carry out regeneration if required.
- Recommend, based on command priorities, the allocation of critical items of supply. (This excludes medical and cryptographic items. They are handled by the medical and signal officers respectively.)
- Coordinate transportation plans and policies, and identfy movement control needs and the element to provide support.

- Determine, as appropriate, host nation support requirements and help secure available host-nation support.
- Recommend to the operations staff, in coordination with CSS commanders, the general location of the regeneration site.
- Plan for prestocking of supplies and equipment for support of the commander's priorities.
- Plan for services essential to the regeneration process and ensure the expeditious handling of remains and personal effects. They also plan for clothing exchange and bath and laundry operations.
- Recommend logistics elements for support of reconstitution actions.
- Recommend the extent to which the attrited unit's CSS activities can support reconstitution.

The ***G5 and S5*** coordinate and collate host nation facility and resource requirements identified by the staff. The G5 and S5 also—

- Plan and recommend procedures to minimize civilian interference with division combat operations.
- Plan and recommend procedures to minimize effect of division combat operations on civilian population.
- Plan, recommend, establish, and supervise the operation of the division CMOC.
- Coordinate host nation support. They advise the commander and staff and the regeneration task force on host nation support availability. (Civil affairs elements help conduct area surveys.) They help contracting personnel plan for and obtain support from local sources.
- Coordinate the temporary augmentation of language-qualified host nation personnel.
- Plan and coordinate operations for dislocated civilians.

The ***engineer staff officer*** recommends to the commander and operations staff the allocation and redistribution of engineer units, personnel, and equipment. In addition, he—

- Participates in site and terrain reconnaissance and helps in site selection. He also determines needs to prepare the site.
- Coordinates engineer efforts at the regeneration site. Engineers may support actions concerning area damage control; mobility, countermobility, and survivability; and sustainment.

The ***signal staff officer*** recommends employment of signal units and resources to support regeneration. This includes all assets involved in the five disciplines of the information mission area as defined in AR 25-1. In addition, he—

- Recommends allocation of critical communications and cryptographic equipment.
- Coordinates the communications for liaison elements.
- Advises the operations staff on any signal considerations for reconstitution site selection.

The medical staff officer and surgeon recommend, in coordination with the medical command, allocation and distribution of medical personnel, materiel, and units. This includes the composition of medical support elements, treatment and evacuation assets, preventive medicine personnel (veterinary personnel to inspect class I if required), class VIII, and medical equipment. Further, they—

- Advise commanders on preventive medicine aspects of regeneration. This includes the availability and use of combat stress or mental health teams.
- Advise commanders on the effects of accumulated radiation exposure and possible delayed effects from exposure to chemical or biological agents. They identify resources required for patient decontamination.
- Advise commanders on the disposition of personnel exposed to lethal, but not immediately life-threatening, doses of radiation or chemical and biological agents.
- Coordinate with personnel staff on evacuation policy and return to duty.
- Advise the operations staff on any CHS considerations for site selection. These may include proximity to medical facilities.

The ***provost marshal*** coordinates MP area security needs, reconnaissance, battlefield circulation control, and MP assets required at regeneration sites with the rear CP or rear area operations center. He coordinates host nation military and civil security implications with the civil-military operations as required. The provost marshal also—

- Coordinates to adjust existing, or to establish, battlefield circulation control, concentrating on route reconnaissance and traffic control points. He coordinates straggler and dislocated civilian control as planned by the G5 or civil-military operations.
- Advises commanders and movement managers on route and area security considerations for selecting and moving to regeneration sites.
- Advises commanders on EPW considerations unique to the regeneration site. He ensures units selected for regeneration are relieved of any EPW responsibility as soon as possible.

The ***public affairs (PA) officer*** recommends the PA policy to the commander. He also—

- Provides a PA team to advise and assist in dealing with public information and press requirements.
- Ensures information flows to the team at the regeneration site.
- Monitors the flow of information out of the regeneration site through media operations, to include press pools if used.

The ***chemical officer*** coordinates decontamination needs and use of chemical support elements. Further, he—

- Plans for and coordinates the establishment of a linkup point and decontamination site on the route to the regeneration site if required.
- Coordinates nuclear or chemical route and regeneration site reconnaissance.
- Coordinates use of battlefield obscurants to assist regeneration effort.
- Coordinates with the logistics staff for resupply of chemical defense equipment.
- Maintains radiation exposure data and status.

The ***chaplain*** provides unit ministry support, particularly for cases of battle fatigue. He coordinates worship and memorial services, sacramental acts, and pastoral counseling.

The ***rear CP*** integrates the units being regenerated into rear area defense plans and provides appropriate liaison. The rear CP also supervises regeneration actions.

The ***DISCOM, COSCOM, and theater Army air defense command—***

- Coordinate with the logistics staff of the directing headquarters on the availability and applicability of logistics elements for the regeneration task force. They also provide the supply and equipment status of these units.
- Coordinate the integration of higher-level logistics elements into the regeneration task force.
- Recommend, with the logistics staff of the directing headquarters, regeneration sites. They also advise on the availability and mobility of support facilities.
- Coordinate the move to the site for subordinate elements in the regeneration task force. They support their operations at the site as required.
- Provide a materiel management capability for the regeneration task force. They also provide a means for it to link up with the supporting MCC. The MCC ensures materiel is distributed according to the priorities set by the commander directing the regeneration. The support command also provides a movement control capability.

Instructions and Guidance

Unit SOPs should address reconstitution. They establish the means to maintain a continuous combat presence and the methods to shift to more extensive efforts. A template for a reconstitution SOP is in Appendix B, FM 100-9. The SOP covers—

- Information needed to make reconstitution decisions, and reporting procedures.
- Assessment procedures and responsibilities. For an organization that may direct a regeneration, the SOP also covers contingency manning standards.
- Critical tasks for the unit's overall mission accomplishment.
- Procedures to reestablish or reinforce command and control systems.

- Procedures, criteria, and priorities for reorganization.
- Techniques to maintain unit cohesion.
- Procedures for personnel and equipment replacement procedures.
- Procedures for transition to regeneration.

The OPLAN for a specific mission should include guidance or instructions for reconstitution. Planners consider—

- The unit's current condition.
- The unit's assigned mission.
- The guidance from higher headquarters.
- The expected intensity of the conflict levels of losses.
- The anticipated future missions.

These considerations may affect the extent of reconstitution and the speed or priority of the effort.

The OPLAN includes enough details to enable staffs and supporting units to prepare for rapid restoration of units within command priorities. While it cannot meet all the contingencies of Army operations, it must be one that commanders can adapt to the situation. In addition to addressing reconstitution for a specific mission, the staff may have to write a separate OPLAN for regeneration operations. The more fully developed a unit's reconstitution SOP, the easier for it to develop a reconstitution plan.

GLOSSARY

A^2C^2	Army airspace command and control
AA	avenue of approach
AAWS-M	Antiarmor Weapons System-Medium
ABCS	Army Battle Command System
AC	active component
ACE	analysis and control element
ACR	armored cavalry regiment
act	action
ACUS	Army Common User System
AD	air defense
ADA	air defense artillery
ADC-M	assistant division commander for maneuver
ADC-S	assistant division commander for support
ADCCS	Air Defense Command and Control System
ADCOORD	air defense coordinator
ADDS	Army Data Distribution System
ADE	assistant division engineer
admin	administrative
ADP	automated data processing
ADSO	assistant division signal officer
AFATDS	Advanced Field Artillery Tactical Data System
AFSCOORD	assistant fire support coordinator
AG	adjutant general
AGM	attack guidance matrix
AH	attack helicopter
AI	air interdiction
ALO	air liaison officer
alt	alternate
AM	amplitude modulation
amb	ambulance
ammo	ammunition
AMOPES	Army Mobilization and Operations Planning and Execution System
ANGLICO	air and naval gunfire liaison company
AO	area of operations
AOC	air operations center
APOD	aerial port of debarkation
APOE	aerial port of embarkation
ARFOR	Army forces
arty	artillery
ASAS	All Source Analysis System
ASB	air support battalion
ASL	authorized stockage level
ASOC	air support operations center
asst	assistant
AT	antitank
ATACMS	Army Tactical Missile System
ATCCS	Army Tactical Command and Control System
atk	attack
ATO	air tasking order
ATP	ammunition transfer point
auto	automations
AVIM	aviation intermediate maintenance
AVLB	armored vehicle launched bridge
avn	aviation
avn bde	aviation brigade
BCC	battlefield circulation control
BCE	battlefield coordination element
BDA	battle damage assessment
bdcst	broadcast
bde	brigade
BHL	battle handover line
bn	battalion
BOS	battlefield operating systems
BSA	brigade support area
btry	battery
C^2	command and control
C^2W	command and control warfare
C^3	command, control, and communications
C^3I	command, control, communications, and intelligence
C^4	command, control, communications, and computers
CA	civil affairs
CALL	Center for Army Lessons Learned

CAP	crisis-action planning
CAS	close air support
catk	counterattack
cav	cavalry
cbt	combat
CDC	CONUS demobilization center
cdr	commander
CEB	clothing exchange and bath
CFL	coordinated fire line
CH	cargo helicopter
chap	chaplain
chem	chemical
CHS	combat health support
CI	counterintelligence
CINC	commander in chief
clk	clerk
cmd	command
CMOC	civil militiary operations center
CNR	combat net radio
co	company
COA	course of action
CofS	chief of staff
COMINT	communications intelligence
comm	communications
CONPLAN	concept plan
CONUS	continental United States
CONUSA	continental United States Army
COSCOM	corps support command
CP	command post
CS	combat support
CSB	corps support battalion
CSG	corps support group
CSH	corps support hospital
CSS	combat service support
CSSCS	Combat Service Support Control System
ctr	center
D	draft
DAO	division ammunition officer
DASB	division aviation support battalion
DD form	Department of Defense form
dep	deputy
det	detachment
DF	direction finding
DFSCOORD	deputy fire support coordinator
DISCOM	division support command
DISE	deployable intelligence support element
div	division
DIVARTY	division artillery
DLIC	detachment left in contact
DMAIN	division main CP
DMD	digital message device
DMMC	division materiel management center
DMOC	division medical operations center
DMS	demobilization station
DOCC	deep operations coordination center
DOD	Department of Defense
DRB	division ready brigade
DRF	division ready force
DS	direct support
DSA	division support area
DTO	division transportation office
DTOC	division tactical operations center
EA	engagement area
EAC	echelons above corps
EAD	echelons above division
EH	electronic helicopter
ELINT	electronic intelligence
engr	engineer
env sci	environmental science
EOC	emergency operations center
EPW	enemy prisoner of war
ETAC	enlisted terminal attack controller
EW	electronic warfare
F	forward
FA	field artillery
FAAD	forward area air defense
FAIO	field artillery intelligence officer
FARP	forward arming and refueling point
FASCAM	family of scatterable mines
FASCO	fire and air support control officer
FEBA	forward edge of the battle area
FI	finance
FIST	fire support team
fld	field
FLE	forward logistics element
FLO	fighter liaison officer
FLOT	forward line of own troops

FM	field manual; frequency modulation
FORSCOM	US Army Forces Command
FRAGO	fragmentary order
FSB	forward support battalion
FSCL	fire support coordination line
FSCOORD	fire support coordinator
FSE	fire support element
FSO	fire support officer
FST	forward surgical team
fwd	forward
G1	assistant chief of staff, G1 (personnel)
G2	assistant chief of staff, G2 (intelligence)
G3	assistant chief of staff, G3 (operations and plans)
G4	assistant chief of staff, G4 (logistics)
G5	assistant chief of staff, G5 (civil affairs)
gal	gallon
GBCS	ground-based common sensor
GMR	graduated mobilization response
GPS	global positioning system
grd	ground
GRREG	graves registration
GS	general support
GSAB	general support aviation battalion
GSM	ground station module
GSR	ground surveillance radar
HET	heavy equipment transporter
HF	high frequency
HHB	headquarters and headquarters battery
HHC	headquarters and headquarters company
HHD	headquarters and headquarters detachment
HIMAD	high-to-medium-altitude air defense
HN	host nation
HNS	host nation support
how	howitzer
HPT	high-payoff target
HUMINT	human intelligence
IDS	intermediate direct support
IEW	intelligence and electronic warfare
IEWSE	intelligence and electronic warfare support element
IFF	identification, friend or foe
IG	inspector general
IMA	individual mobilization augmentee
IMINT	imagery intelligence
inf	infantry
intel	intelligence
IPB	intelligence preparation of the battlefield
ISB	intermediate staging base
ITV	improved TOW vehicle
JFC	joint force commander
JFLCC	joint force land component commander
JOPES	Joint Operations Planning and Execution System
JP	joint publication
JSEAD	joint supression of enemy air defenses
JSTARS	Joint Surveillance Target Attack Radar System
JTF	joint task force
JTF HQ	joint task force headquarters
LANET	local area net
LC	line of contact
LD	line of departure
LI	light infantry
LNO	liaison officer
LOC	lines of communication
LP	listening post
LRS	long-range surveillance
lt	light
LTC	lieutenant colonel
MA	mortuary affairs
maint	maintenance
MBA	main battle area
mbl	mobile
MCC	movement control center
MCO	movement control officer
MCS	Maneuver Control System
MCT	movement control team
mech	mechanized

med	medical; medium
MED	message entry device
METL	mission essential task list
METT-T	mission, enemy, terrain, troops, and time available
mgt	management
MI	military intelligence
MITT	mobile integrated tactical terminal
MLRS	multiple launch rocket system
mm	millimeter
MMC	materiel management center
MMO	movement management officer
MOPP	mission-oriented protective posture
mort	mortar
MOUT	military operations on urbanized terrain
MP	military police
M/S	mobility and survivability
MS	mobilization station
MSB	main support battalion
MSE	mobile subscriber equipment
msl	missile
MSR	main supply route
MST	maintenance support team
MTF	medical treatment facility
MTOE	modified table of organization and equipment
mvmnt	movement
mvr	maneuver
NBC	nuclear, biological, and chemical
NBCC	nuclear, biological, and chemical center
NCA	National Command Authorities
NCO	noncommissioned officer
NG	National Guard
NGO	nongovernmental organization
obj	objective
OCONUS	outside continental United States
off	officer
OH	observation helicopter
OOTW	operations other than war
OP	observation post
OPCON	operational control
OPLAN	operation plan
opns	operations
OPORD	operation order
OPSEC	operational security
PA	public affairs
PAO	public affairs officer
pers	personnel
PIR	priority intelligence requirements
PL	phase line
PLL	prescribed load list
plt	platoon
PM	provost marshal
PMO	provost marshal office
POC	point of contact
POD	port of debarkation
POE	port of embarkation
POI	plans, operations, intelligence
POL	petroleum, oils, and lubricants
POM	preparation for overseas movement
posn	position
PSD	personnel service detachment
PSRC	Presidential selected reserve call-up
PSYOP	psychological operations
R&S	reconnaissance and security
RC	reserve components
REMBASS	remotely monitored battlefield sensor system
RFL	restrictive fire line
RIF	reconnaissance in force
ROC	rear operations cell
ROE	rules of engagement
ROWPU	reverse osmosis water purification unit
RSOP	readiness standing operating procedures
RTD	return to duty
S3	battalion or brigade operations staff officer
S&S	supply and service
scty	security
SEAD	suppression of enemy air defenses
sec	section
SEMA	special electronics mission aircraft

sep bde	separate brigade
SF	Special Forces
sig	signal
SIGINT	signal intelligence
SJA	staff judge advocate
SOA	special operations aviation
SOC	special operations command
SOF	special operations forces
SOP	standing operating procedures
SOS	strategic operating systems
SP	self-propelled
spec	specialist
SPIRIT	special purpose integrated remote intelligence terminal
SPOD	seaport of debarkation
SPOE	seaport of embarkation
spt	support
SRP	soldier readiness program
SSO	special security office
SUPPAC	separate support package
surg	surgeon
svcs	services
SWO	staff weather officer
T	towed
TAB	target acquisition battery
tac	tactical
TAC CP	tactical command post
TACON	tactical control
TACP	tactical air control party
TACJAM	tactical communications jamming system
TACSAT	tactical satellite
TALO	theater airlift liaison officer
TCF	tactical combat force
TENCAP	tactical exploitation of national capabilities
terr	terrain
TF	task force
tgt	target
TLAM	Tomahawk land attack missile
tm	team
TOC	tactical operations center
TOE	table of organization and equipment
TOPO	topography
tow	tube-launched, optically tracked, wire-guided heavy antitank-missile system
TPFDD	time-phased force deployment data
TRADOC	United States Army Training and Doctrine Command
trk	truck
TTP	tactics, techniques, and procedures
typ	typist
UAV	unmanned aerial vehicle
UAV-SR	unmanned aerial vehicle-short range
UH	utility helicopter
UN	United Nations
US	United States
USAF	United States Air Force
USAR	United States Army Reserve
USC	United States Code
USTRANSCOM	United States Transportation Command
VF	variable format
VHF	very high frequency
wx	weather

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