

Chapter 4

**Command and Control**

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**PRINCIPLES**

Command and control is the system used by the DISCOM and subordinate commanders to plan, direct, and coordinate the activities used to accomplish the mission. Commanders perform C2 functions through an arrangement of organizations, processes, and facilities. They measure the efficiency of a C2 system by the extent their intentions are carried out. They also measure the efficiency by the ability of their staff and subordinate commanders to cope with changes quickly and effectively. An effective DISCOM C2 system requires the following:

- Clearly defined functional responsibilities for all aspects of command and control.
- Sound knowledge of the tactical situation and the operational commander’s intentions.
- Personal involvement and appraisal by the commander and staff of the logistics and tactical situation.
- Familiarity with the responsibilities of higher, lower, supported, and supporting units. This includes the kind of support needed and what support each level can provide.
- Close contact and exchange of information at higher, lower, adjacent, supported, and supporting levels.
- Clearly written directives, reports, orders, and studies. However, the commander does not rely strictly on written communications.
- Understanding of the organic communications of the DISCOM to include radio nets and access to the area signal system.
- Effective operational CSS communications network in particular and overall division and corps communications in general.
- Good understanding of automation and information systems. This includes the organization and operations

of the logistics and HSS automated functions and the communications which support the system.

The DISCOM and subordinate commanders are responsible for the C2 of organic and attached elements. They—

- Plan and conduct the operations of organic and attached logistics and HSS units with the same care as that used in planning and conducting tactical operations.
- Consider the capabilities and limitations of the organic logistics and HSS system and its backup support. The main interest is to ensure logistics and HSS are sufficient to support and preserve the force.
- Make policies and decisions known to all organic logistics and HSS elements in time to ensure support for planned operations.
- Keep all supporting units informed on matters affecting their requirements. This information includes relocation plans and anticipated changes in strength.
- Give subordinate commanders the resources and authority to accomplish the mission.
- Ensure subordinate commanders are well trained in communications and decision making. They also ensure they understand when and in what circumstances they have the prerogative to act.
- C2 system consists of organizations, processes, and facilities. The organizations are the internal and external units with which DISCOM elements interact to accomplish their missions, The processes are the techniques and procedures the commanders and their staffs use. Facilities are the CP and supporting automation and communications systems.

## ORGANIZATIONAL RELATIONSHIPS

To perform their C2 functions, the DISCOM and subordinate commanders and their staffs develop and maintain a variety of relationships. They include relationships with –

- Higher organizations.
- Supported organizations.
- Supporting organizations.
- Subordinate organizations.

### DISCOM HEADQUARTERS RELATIONSHIPS

#### DISCOM and COSCOM/EAD Support Units

There are two separate aspects of this relationship. One is the support a COSCOM or other EAD support element provides in support of the LID. The other is the issue of how EAD elements operating in the division area receive support. This section deals primarily with the first aspect. Support to EAD units in the LID area is covered later in this chapter.

When a LID deploys, a “slice” of EAD support accompanies it. When a corps support unit deploys to provide support to the LID from within the division area, its support mission statement specifies its command relationship with the DISCOM element it supports. This statement tells the unit the specific mission to perform as well as the element to which it reports. The DISCOM element determines and coordinates such items as individual jobs to perform and work load priorities. Corps logistics units supporting corps units in the division area arc typically under the C2 of the corps support battalion.

COSCOM assets are identified before they move into the MSB and FSB areas to reinforce the support mission. Liaison personnel from the corps coordinate the move with the DISCOM headquarters and the MSB and FSBs. This coordination is necessary because the DISCOM and FSB commanders are the terrain managers for the DSA and BSAs respectively. The division rear CP is also informed of the arrival and departure of all nondivision units in the division rear since the rear CP has the ultimate responsibility for terrain management, movement control, and security for all units in the division rear.

When a LID deploys to reinforce US or allied forces, it becomes part of a corps or JTF. The DISCOM sets up coordination channels with the COSCOM headquarters and CMMC. Subsequent chapters discuss the relationships between specific DISCOM and EAD support elements.

The COSCOM supports a LID with GS ammunition and bulk fuel as part of the ammunition and bulk fuel distribution systems. The corps also provides transportation, supply (to include Class VIII), mortuary affairs, and airdrop services to the division. Chapter 1 covers other EAD support to the LID.

#### DISCOM and Division Staff

The relationship between the DISCOM commander and the division staff is the same as that between the commanders of other major subordinate units and the division staff. The DISCOM commander, assisted by his staff, coordinates with the division staff. He furnishes information for inclusion in division plans and orders. Division general staff members are responsible for planning in their respective areas. The DISCOM commander is the principal logistics and HSS operator of the division and executes the division logistics and HSS plan. The DISCOM commander and the division staff coordinate on logistics and HSS requirements and capabilities in matters of common interest. The division staff recognizes the command responsibilities of the DISCOM commander. The G4 develops division-level plans, policies, and priorities. The DISCOM commander reviews and comments on them. The division staff does not interfere in the internal operations of the DISCOM.

The division G1 is the personnel service support planner for the division. The division G1 coordinates with the DISCOM S1 on personnel service support plans and operations and provides the S1 with needed information such as replacement projections. The G1’s primary responsibilities include strength accounting, personnel replacement, and casualty reporting for the division. The G1 coordinates with the DMOC for HSS. He coordinates with the division chaplain for chaplain support. In addition, the G1 coordinates legal, financial, public affairs, and personnel and administrative support activities. He also manages the division safety program.

The G2 is the military intelligence planner for the division. His primary responsibilities include production of intelligence, counterintelligence, and intelligence training in the division. The G2 provides the DISCOM S2/S3 with necessary information and guidance to supervise the DISCOM intelligence operations.

The G3 is the operations planner for the division. This officer’s primary responsibilities include operations, organization, and training for the division and establishment of

priorities for support based on the commander's intent. The G3 provides the DISCOM S2/S3 with the necessary information and guidance to supervise support operations.

The division G4 has staff responsibility for logistics. The DISCOM commander and the G4 work together to provide the best possible logistics to the division. The DISCOM commander provides information to the G4 on supply, maintenance, transportation, field service support, and food service. The division staff uses this information to develop division-level tactical and CSS plans, policies, and priorities.

The DTO coordinates with the division G3 on matters concerning tactical troop moves. The DTO keeps the G4 informed on logistics and other nontactical moves. The DISCOM MCO performs transportation functions to meet day-to-day transportation requirements in support of the division. The DTO plans and sets up priorities based on commander's guidance; the DISCOM MCO controls the employment of transport resources assigned or attached to the DISCOM for logistics. The DTO coordinates transportation communications between the division and the corps MCC. The DTO gives the DISCOM MCO broad policy guidance, basic plans and policies, and staff supervision. He aids in transportation matters concerning both air and surface transport, to include rail and inland waterways.

The G5 is the civil-military operations planner for the division. The G5 has staff responsibility for activities affecting the relationships among the military forces, the civil authorities, and the people in the area of operations. Among other logistics activities, the division G5 provides liaison with local procurement agencies. He informs the G4 and the DISCOM commander on the availability of local supplies and maintenance, transportation, services, and labor assets. The G5 also assists purchasing and contracting officers in making local purchases.

The public affairs officer serves as the commander's spokesperson and ensures aggressive command and public information programs are in place. A five-person public affairs team assigned to the division PAO assists in these missions. It provides the capability of producing field newspapers and photojournalistic and news-gathering products for internal and external audiences. The team is also responsible for escorting civilian media representatives in the AO.

#### **DISCOM and Supported Division Units**

The DISCOM staff anticipates future missions. It does this by understanding the division commander's intent and the G4's logistics plan and translating current

developments into future requirements. The DISCOM commander and staff develop a close relationship with supported units to anticipate required changes to the DISCOM organization, employment, and operations. This close relationship with supported units ensures planners integrate DISCOM operations with the operations of the supported forces.

The DISCOM provides logistics and HSS to division and, if coordinated, some nondivisional units in the division area. While the DISCOM anticipates needs, the supported units submit logistics and HSS requirements to the DISCOM. They do this either through the brigade/battalion S4 to the FSB or through designated unit logistics representatives to the MSB/AMCO.

Small critical DISCOM elements first to deploy during a contingency operation, such as ammunition, missile maintenance, and POL personnel, may be attached to the brigades which they support during an assault. During the lodgment phase, C2 of these elements reverts to the DISCOM. Forward-deployed elements such as the maintenance contact teams remain under the C2 of their parent battalion, although they receive guidance on work priorities from the light infantry battalions.

The AB and DISCOM commanders work together to meet the logistics and HSS needs of the AB. The primary CSS concerns of the AB are Class III and V resupply and aircraft maintenance, recovery, and evacuation. The AB S4 is the focal point for planning and coordinating support for the AB within the AB commander's priorities. The AB S4 works closely with the division G4 to plan support. He also works with the DISCOM S2/S3 for the execution of support. The MSB, FSBs, AMCO, and the DMMC provide technical advice and assistance to the AB S4 in planning logistics and I-Es.

Unlike the infantry brigades, the operational area of the AB includes the entire division area. This means the AB employs its aviation assets throughout the entire division sector. Elements in the DSA provide logistics and HSS. However, the FSB supports AB elements in the brigade area when the AB coordinates this support with the DISCOM before required. This permits the DISCOM to transfer support assets from the DSA to the BSA. When possible, the DISCOM S2/S3 sets up an element to coordinate directly and consistently with the AB S4. This expedites logistics and HSS to the AB. In addition, the AMCO furnishes liaison to the AB through its production control section and receives AVIM priorities from the AB.

The DIVARTY commander and the DISCOM commander work together to meet the logistics and HSS needs of DIVARTY. The primary CSS concern for DIVARTY is ammunition. The DIVARTY S4 works closely with the division G3 and G4 to plan ammunition support. The DIVARTY S4 also works closely with the DISCOM S2/S3 and the DMMC on the receipt of ammunition.

FA units deploy throughout the division area. Thus, DIVARTY elements require area support for logistics and HSS functions. This requires close coordination among the G4, the DISCOM S2/S3, and the DIVARTY S4 for the support needed from the MSB and each FSB.

Direct support to other division troops in the division rear is provided by the MSB. The MSB and the DISCOM staff officers work out the day-to-day details of logistics and HSS operations for division elements in the division rear with the unit logistics representatives. These include specific requirements and time schedules. However, for routine operations, the MSB companies also develop relationships with supported unit logistics operators.

#### **DISCOM and Corps Units in the Division Area**

A number of corps elements are likely to be operating in the division area. These nondivisional units are typically supported by a corps support battalion. (LIDs are not required to provide support for special operations forces. However, in certain instances, SOF elements require limited Class I, III, V, VIII, and other items.)

Liaison personnel from the corps collocate with the support operations section of the MSB and each FSB as required. These liaison personnel and the support battalion commander determine which method of support to employ for corps units within the guidelines established by the G4 and the DISCOM commander.

If the number of corps units needing support is limited and their presence does not create a significant work load, then the MSB and FSBs provide the necessary support to these units. The corps provides additional assets to the MSB and FSBs or sets up corps support battalion supply points in the DSA when the work load generated by supporting corps units exceeds the capability of the MSB and FSBs. This ensures continued support to corps units operating in the area.

#### **DISCOM Commander and DMMC**

The DISCOM commander uses the DMMC as the primary materiel management element. The DMMC chief is directly subordinate to and receives policy and operational guidance from the DISCOM commander. The DMMC chief implements the policies of the division commander and the DISCOM commander through the actions of the center. The DMMC chief advises the DISCOM commander concerning supply and maintenance matters (less medical which is done by the DMOC). The DMMC chief also coordinates with the division G4 on all matters concerning supply and maintenance support for the division. For routine materiel management matters, the DMMC chief deals directly with the G4. Actions which have an operational impact on the DISCOM, however, are internal decisions of the DISCOM commander. The DMMC chief gives input to the division G4 and to the DISCOM S2/S3 on logistics plans and orders.

#### **DISCOM Commander and Staff and DMOC**

The chief of the DMOC keeps the DISCOM commander informed on all HSS activities. The DMOC, in consultation with the DISCOM surgeon, coordinates with the division staff sections on division HSS for the DISCOM commander. The chief of the DMOC interfaces with the DISCOM S1 on medical strength accounting, casualty reporting, replacement operations, casualty projections, and the emergency evacuation plan as they pertain to the DISCOM. He interfaces with the S2/S3 on relocation of medical elements, preventive medicine, HSS requests, medical information with potential intelligence value, corps support, and medical resupply. He interfaces with the S4 on administrative moves, highway clearances, assignment of facilities, supplies, food service, and unit maintenance. The DMOC chief also coordinates HSS activities, medical personnel replacements and assignments, and HSS requirements with the G1 and G3, as appropriate. The DISCOM commander and S2/S3 are informed and updated when the DMOC elements interface with division staff elements.

#### **DISCOM Commander and MSB, FSB, and AMCO**

The MSB, FSBs, and AMCO are organic to the DISCOM and under the C2 of the DISCOM commander. The battalion and AMCO commanders advise and assist

the DISCOM commander on all supply (less Class VIII), field service, maintenance, health service, and transportation matters for which their battalions and company are responsible. When directed or authorized, they assist the DISCOM commander in exercising technical supervision of battalion/company operations and training. Also when directed or authorized they represent the DISCOM commander in providing advice and assistance to the division commander and staff on their support operations. On routine matters, when authorized they provide advice, information, and assistance to the G4. However, the DISCOM commander retains authority for approval of actions with significant impact on the ability of the DISCOM to complete its mission. The battalion company commanders inform the DISCOM commander of all commitments made.

### **MSB RELATIONSHIPS**

#### **MSB and DISCOM HHC**

The MSB is under the command of the DISCOM commander. The MSB commander provides technical support and advice to the DISCOM commander on matters concerning the DSA. The DISCOM commander gives the MSB commander support priorities and direction on support operations, battlefield locations, security, and movement. He also makes decisions on cross-leveling assets among the MSB and the FSBs.

#### **MSB and DMMC**

The DMMC provides supply and maintenance management for the MSB. It procures and directs the distribution of all supplies (less Class VI, VIII, and classified maps). It specifies the items and quantities of Class IX materiel physically located in the MSB. It provides guidance to the MSB on the disposition of items not repairable by DS units of the MSB. It maintains the property book and Army equipment status reporting data for the MSB. It provides day-to-day maintenance direction to the support operations office of the MSB.

#### **MSB and AMCO**

The AMCO is under the command of the DISCOM commander. The AMCO relies on the MSB for its DS ground equipment maintenance. The AMCO maintains a ground PLL and requests it through the MSB. The AMCO receives its HSS and supplemental ground transport from the MSB.

#### **MSB and FSBs**

The relationship between the MSB and FSBs is established by the DISCOM commander. The quantity

and type of support provided by the MSB to the FSBs are determined by command priorities and the capabilities of the FSBs to accomplish their mission. Based on command guidance, the MSB provides supply, reinforcing DS maintenance, motor transport support, some field service functions, and limited medical reinforcement to the FSBs. The companies of the FSBs maintain technical relationships with their related companies in the MSB. These technical relationships simplify technical training and operations. However, these relationships do not take the place of command channels. Questions of who provides support and with what priorities are decided within command channels. When FSB companies need reinforcing support from the MSB, the FSB support operations section coordinates with the DISCOM S2/S3 section. For medical support, the FSB support operations section works with the DMOC.

#### **MSB Headquarters and MSB Companies**

The MSB commander maintains close contact with his subordinate company commanders. He depends on them for timely information on the status of their companies. In addition, the company commanders understand the MSB commander's intent so that they perform their company commander roles with initiative. Though the company commanders are often in the vicinity of the MSB CP to facilitate coordination, they do not tie themselves to one spot. They command their companies from the locations where they can best assess and influence support operations.

#### **MSB and Supported Units**

The DISCOM provides support to units located in the division rear through the MSB. The MSB establishes a close working relationship with the logistics planners for these units. The MSB and the plans and operations branch and MCO in the DISCOM S2/S3 section work out the details such as specific requirements and time schedules. However, for routine operations, the MSB companies develop relationships with representatives of the supported units.

### **FSB RELATIONSHIPS**

#### **FSB and DISCOM HHC**

While the FSB supports an infantry brigade, it remains under the command of the DISCOM commander. The FSB keeps the DISCOM commander and staff aware of the support status in the brigade area and anticipated requirements beyond the capability of the FSB. The

DISCOM commander makes decisions on cross-leveling assets among the MSB and the FSBs.

### **FSB and DMMC**

The DMMC provides the same support to the FSB as it does to the MSB. This support is discussed in the paragraph on the MSB and DMMC relationship.

### **FSB and MSB**

The MSB provides reinforcing support to the FSBs. Their relationship is discussed in the paragraph on the MSB and FSB.

### **FSB Commander and Other FSB Commanders**

FSBs are widely dispersed and operate independently of each other. However, the DISCOM commander may choose to cross-level assets between FSBs to most effectively support the units in each brigade area.

### **FSB Headquarters and FSB Companies**

The relationship of the FSB commander to his subordinate company commanders is like that of the MSB commander to his subordinate company commanders. The FSB commander maintains close contact with his subordinate FSB company commanders. He depends

on them to provide timely information on the status of their companies and expects them to use their initiative in the accomplishment of their mission.

### **FSB and Supported Units**

The FSB provides direct support to a division infantry brigade. It establishes a close working relationship with the supported brigade commander and staff, as well as the subordinate battalion and other attached and assigned units.

The FSB commander and the support operations officer maintain continuous contact with the brigade S4 who assists the brigade commander in the area of logistics. The FSB commander and the support operations officer keep track of the FSB's status and capabilities and ensure they understand the brigade commander's priorities. To facilitate this relationship the FSB CP collocates with the brigade rear CP.

The FSB deals directly with the battalion S4s and other designated representatives of elements in the brigade area. Together they work out the details of logistics operations in the brigade. For routine operations, the FSB companies also develop relationships with supported unit representatives.

## **PROCESS**

As with any other Army organization, the DISCOM commander and staff use the C2 process outlined in FM 101-5 to make decisions and supervise the execution of orders. A summary of this process appears here. The process is similar for the MSB, FSB, and AMCO commanders and their staffs.

The C2 process begins in the DISCOM when the DISCOM commander receives a mission. In some cases the DISCOM commander deduces the mission, but usually he receives planning guidance and a restated mission from the division commander. When he receives or deduces the mission, the DISCOM commander and staff begin mission analysis. The DISCOM staff identifies the tasks required to accomplish the mission. They issue a warning order to all DISCOM elements, along with the DISCOM commander's planning guidance.

Planning guidance includes the division commander's intent, a restated mission, specific courses of action to develop or eliminate from consideration, and assumptions. It also includes constraints (to include time limitations), critical information required, and specific

considerations such as the probability of NBC attack, implementation of deception plans, and rear operations. The DISCOM staff uses planning guidance to prepare estimates. Therefore, the DISCOM commander ensures that the nature of his planning guidance does not bias staff estimates.

On the basis of staff estimates which analyze the support implications and the degree of risk for each course of action, the DISCOM commander determines the supportability of courses of action to accomplish the mission. The DISCOM commander provides the G4, the ADC-S, and the division surgeon with his logistics and HSS data. He identifies major problems and risks in providing required support.

Although the DISCOM commander and staff plan continuously, it is not until they receive the division commander's decision on the tactical employment of division units that they finalize the concept of operations. To do this they know—

- What each of the supported elements does.

- When they do it.
- How they do it.
- Where they do it.

The DISCOM staff then determines—

- What type of support is required.
- What quantities of support are required.
- What the priority of support is.

Working with the division G4 and the division surgeon, the DISCOM staff determines the logistics and HSS structure. They determine –

- What logistics and HSS resources are available.
- Where the logistics and HSS resources are located.
- When the logistics and HSS resources are available to supported units.

Such logistics and HSS planning is as detailed as time permits. Sound SOPS and contingency plans greatly assist in the development of specific plans. When SOPS are comprehensive, they have to change only to accommodate specific requirements or circumstances. In any

case, planning concentrates on those areas most vital to successful mission accomplishment of the supported force.

Once the DISCOM staff finalizes support plans, the deputy commander gives guidance on preparation of the OPORD/OPLAN. The S2/S3 consolidates the input. He then publishes and distributes the OPORD/OPLAN after the DISCOM commander approves it.

After the S2/S3 distributes the OPORD/OPLAN, the DISCOM commander and staff supervise its execution. The primary purpose of the staff is to assist subordinate units to carry out the intent of the DISCOM commander's order. The DISCOM staff refines plans and orders as the situation changes. Information comes back to the command section through reports and personal observations of the battalion/company commanders and staff and the DMMC chief. On the basis of this information, the staff evaluates whether the mission is accomplished. It revises previous instructions as required.

## FACILITIES

C2 facilities include CPs and supporting automation and communications systems. These facilities make possible processing and transmission of information and orders necessary for effective C2. A discussion of the DISCOM CPs and C2 automation is below. Chapter 5 contains information on communications.

### COMMAND POSTS IN THE DISCOM

Under the Functional Command Post Program, the Level I CP for the DISCOM (Figure 4-1) includes all the personnel and equipment in the DISCOM HHC and the DMMC. Portions of the Level I CP not included in the Level II CP, such as the communications branch, DMMC, S1/UMT, S4 section, division food service, and headquarters company, set up in separate SICP tents. They are located outside the concertina wire which surrounds the Level II CP. The DISCOM Level II CP is physically made up of eight SICP tents. The MSB and FSB CPs follow this standardized configuration as closely as possible.

#### DISCOM Command Post

The DISCOM CP (Figure 4-2) is the nerve center for C2 of the DISCOM and attached units and for coordination of the DISCOM responsibility for defense of the DSA. The DISCOM commander identifies functions

required on a routine basis to support operations and those which require command approval. He sets priorities and defines levels of authority. Appendix E is a sample SOP for the DISCOM CP.

Officers operating in the DISCOM CP include the commander, deputy commander, S2/S3 officer, medical operations officer, chemical officer, DMMO, DAO, MCO, and materiel section personnel. Personnel in subordinate elements also work in the CP to provide advice and assistance. CP personnel operate in a two-shift mode to permit continuous operations. Table 4-1 shows a sample staffing list for the LID DISCOM CP. The A or primary shift works during the busiest part of the workday. The B or secondary shift is on duty during periods of reduced activity. A problem beyond the decision-making authority of the secondary shift causes selective reinforcement from the primary shift. Also, these are only examples of minimum staffing. Intense activity requires all available personnel for short periods.

#### MSB Command Post

The MSB CP is the nerve center for C2 of the MSB and attached units and coordination of the MSB responsibility for defense of its units. Table 4-2 is a sample two-shift staffing list for the MSB CP.

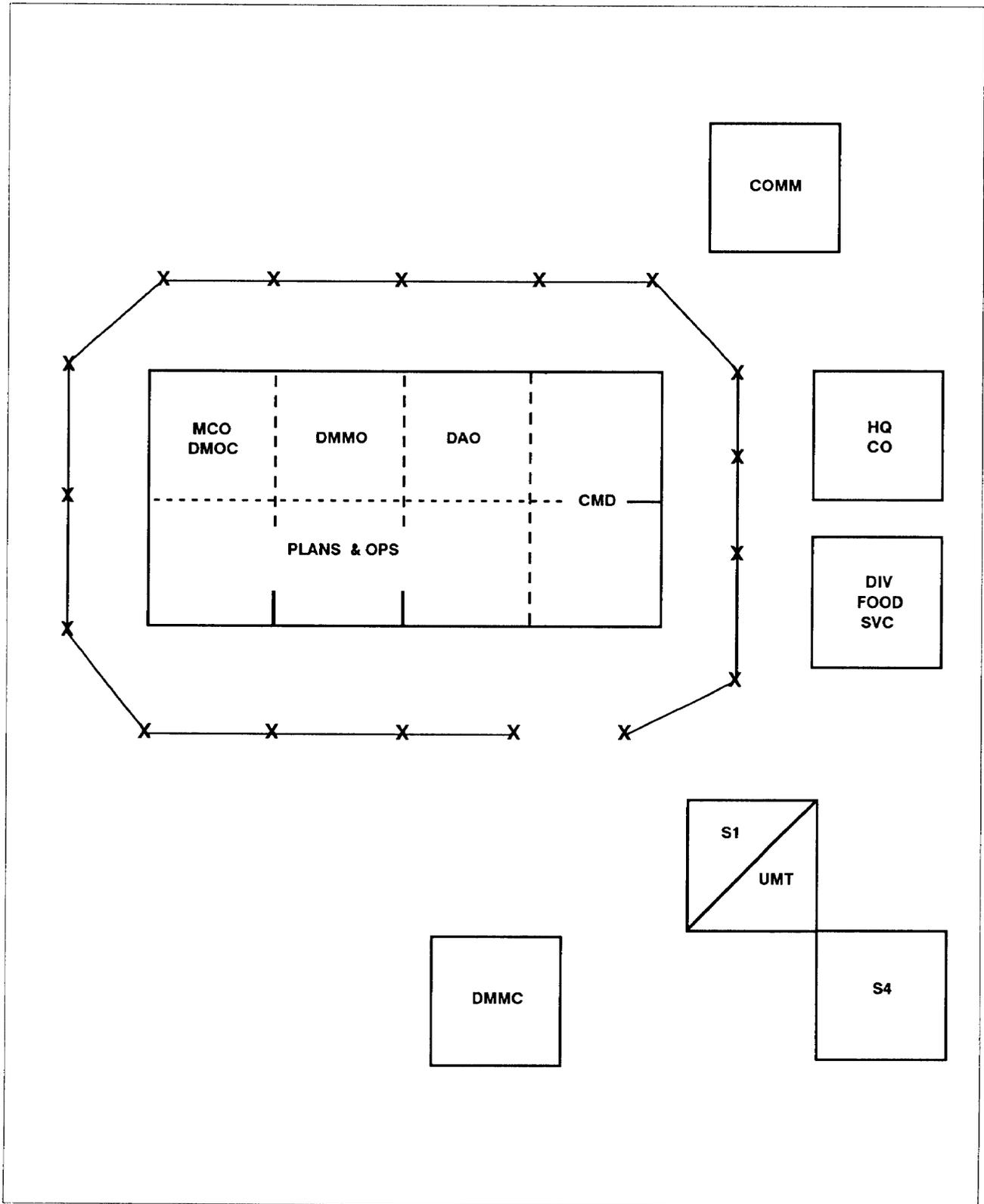


Figure 4-1. Level I CP for the DISCOM.

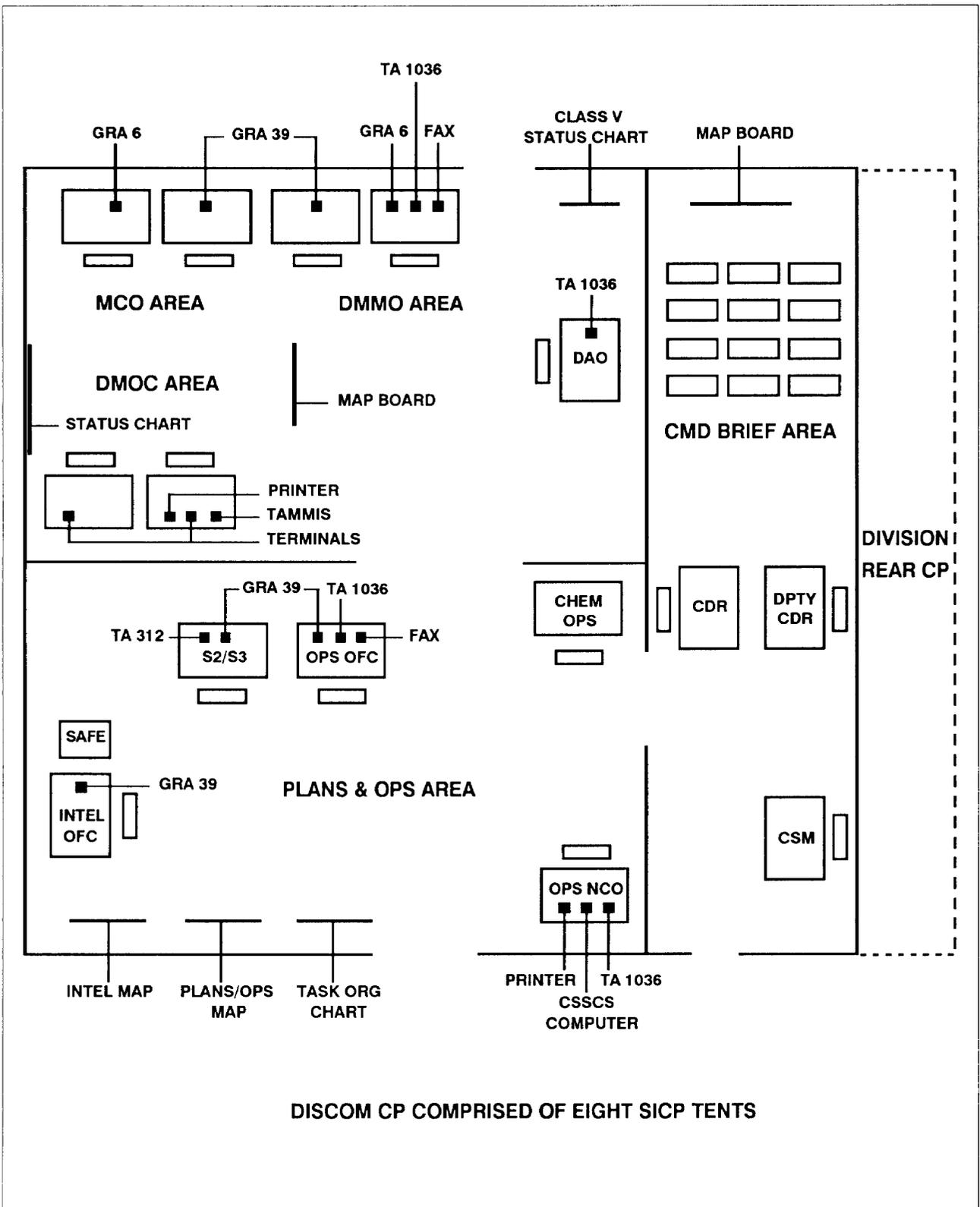


Figure 4-2. DISCOM Level II CP Layout.

Table 4-1. Sample two-shift staffing for DISCOM CP.

A Shift - Peak Activity		B Shift - Reduced Activity	
Title	Grade	Title	Grade
Commander	COL	Deputy Commander	LTC
Driver	E5	Med Ops Off	CPT
CSM	E9	Exec Admin Spec	E4
S2/S3	LTC	S2/S3 Admin Spec	E5
DMMO	LTC	Asst DMMO	MAJ
DAO	MAJ	Plans & Ops Off	CPT
MCO	MAJ	Movement Supv	E7
Movement Spec	E5	Movement Spec	E4
Chemical Off	CPT	NBC NCO	E7
Tac Intel Off	CPT	Intel Analyst	E5
Sr Intel Analyst	E6	Clerk Typist	E4
Med Ops Off	LTC		
S2/S3 Ops NCO	E8		

Table 4-2. Sample two-shift staffing for MSB CP.

A Shift - Peak Activity		B Shift - Reduced Activity	
Title	Grade	Title	Grade
Commander	LTC	XO	MAJ
Spt Ops Off	MAJ	S2/S3	CPT
CSM	E9	Spt Ops NCO	E8
Driver	E4	Mortuary Affairs NCO	E6
S2/S3 Ops NCO	E8		
NBC NCO	E7		
Intel NCO	E5		
Mat Ops NCO	E7		
Movement Spec	E5		
Reports Clerk	E3		

**FSB Command Post**

The FSB CP is the nerve center for C2 of the FSB and attached units and coordination of the FSB responsibility for defense of the BSA. Table 4-3 is a sample two-shift staffing list for the FSB CP.

**Continuous Operations**

CP personnel operate in a two-shift mode to permit continuous operations. During intense activity, all available personnel are required. The DISCOM commander

and staff consider the fatigue and sleep loss that occur during such periods of increased activity. Fatigue caused by lack of sleep is a major source of battlefield stress. Leaders are particularly susceptible, Principles to minimize fatigue include the following:

- Develop specific sleep plans and enforce them.
- Allow for at least 3 to 4 hours of sleep every 24 hours. Even at this rate performance, especially decision-making skills, is degraded in several days.

Table 4-3. Sample two-shift staffing for FSB CP.

A Shift - Peak Activity		B Shift - Reduced Activity	
Title	Grade	Title	Grade
Commander	LTC	XO	MAJ
Spt Ops Off	MAJ	S2/S3	CPT
CSM	E9	Spt Ops NCO	E8
Driver	E4	Mech Maint NCO	E7
S2/S3 Ops NCO	E8	Mortuary Affairs NCO	E6
NBC NCO	E7		
Intel NCO	E5		
Health Svc Off	CPT		

- Ensure that priority of sleep goes to those whose decision making is critical to the mission.

In order for sleep plans to work, soldiers are cross-trained. One technique which helps is to use performance supports to simplify critical tasks. These include aids such as specific SOPS and checklists. More information on soldier performance in continuous operations is in FM 22-9. More information on the management of stress is in FM 26-2.

### CP Locations

The DISCOM CP and the MSB CP are located in the DSA. The FSB CP is in the BSA. Ideally, the DISCOM CP collocates with the rear CP for the division. The FSB CP collocates with the rear CP for the brigade.

A key consideration in determining the location of a CP is the ability of the site to provide communications with higher, lower, and adjacent organizations. A CP is away from probable enemy targets yet near routes which allow easy access into the area. To prevent the enemy from readily determining a CP location, a CP is not near prominent terrain features and major road junctions.

When possible a CP is located in a built-up area, barns, garages, and warehouses eliminate the need for extensive camouflage. Basements provide added protection from enemy fires. Covering windows and using basements enhance noise and light discipline. A CP is a major source of electromagnetic and infrared energy. Use of a built-up area reduces these signatures.

When a built-up area is not available, a CP locates on a r-mm-se slope. This provides cover and concealment from

both ground and air observation and fires. The area has firm ground to support vehicle traffic, good drainage, and enough space to disperse vehicles. The best tactical configuration of the CP requires the signal personnel to remote as many radios as possible from the CP and place antennas outside the CP.

A CP travels light and moves often. If a CP does not move often, the threat can fix and target its location. When a CP moves, it displaces by echelons. Once an operational capability is established at the new location, the remainder of the CP elements move.

A standard interior arrangement of a CP is desirable. It helps visitors locate specific staff sections and simplifies displacement and reestablishment of a CP. However, if it is in a built-up area, the layout conforms to the structure of the available buildings. An orderly arrangement requires consideration of the following:

- Grouping elements frequently working together.
- Locating elements with considerable traffic near entrances.
- Centrally locating elements requiring special security precautions.
- Setting up a directory at the entrance to direct personnel to the proper element within a CP or to the location of the desired subordinate CSS unit.

### C2 AUTOMATION

Automated systems throughout the DISCOM allow commanders to manage information to make the best of limited resources. The systems include the machinery, programs, specialists, and organizations which process data through the use of computers.

### Command, Control, and Subordinate System Structure

CCS2 provides the means of interfacing the five battlefield control functions of maneuver, air defense, CSS, intelligence and EW, and fire support. This interface is the Army Tactical Command and Control System.

The CSSCS of the ATCCS provides the means to rapidly collect, analyze, and present accurate and timely data for decisions on the employment of limited logistics and HSS resources. It retrieves data from CSS functional systems (discussed later) and subordinate systems. One of the CSSCS devices (ATCCS common hardware) at the division level is located in the DISCOM S2/S3 section. This device provides interface between CCS2 nodes and CSSCS. Information from the CCS2 requiring dissemination is distributed through this device to its destination. In addition, the S2/S3 section distributes through this device information such as OPLANs, OPORDs, and inquiries the DISCOM commander wishes to send to subordinate organizations. The device assembles information required by the DISCOM commander from subordinate units and systems. The device also assembles information required to enter the CCS2 from the DISCOM data base, then transmits it through the system. CSS information flows directly from the DISCOM S2/S3 CSSCS device to the COSCOM G3 CSSCS device and back.

In the DMMC, the CSSCS interfaces with the supply, maintenance, transportation, and medical STAMISS discussed below. Each of the multifunctional battalions and the AMCO have a CSSCS device. These CSSCS devices interface with STAMISS and update the DISCOM data base. Figure 4-3 depicts CSSCS in support of the division.

Each brigade area has two CSSCS devices. One is in the FSB CP. This device responds to information requirements generated by the DISCOM commander and the maneuver brigade commander. The other CSSCS device is in the maneuver brigade rear CP to support the brigade S1 and S4 sections. This device enables the S1 and S4 to conduct planning for personnel and internal logistics operations. Operators also use it to feed brigade personnel and logistics data to the maneuver brigade commander. Figure 4-4 depicts CSSCS in support of the brigade.

#### Functional Logistics Support Systems

In addition to providing logistics C2 information via the CSSCS component of the ATCCS, CSS STAMISS

within the DISCOM perform the functional operations they were originally designed to do. These software systems operate on either the TACCS or other designated hardware. Operator input transactions automatically update data within the files on magnetic media. Operators transmit transactions between systems either electronically or through the use of magnetic media. A discussion of the systems used by the DISCOM and its subordinate units is below:

**Standard Installation/Division Personnel System. SIDPERS** operates on TACCS. It automates strength accounting, assignment, organization record keeping, personnel record keeping, and labor-intensive military personnel operations within the S1 sections of the DISCOM, MSB, and FSB headquarters.

**Standard Property Book System – Revised. SPBS-R** automates the property accountability and reporting requirements of ARs 710-2 and 710-3. It provides the DISCOM with a state-of-the-art automated property book which improves Class VII accountability and asset visibility. The SPBS-R operates on TACCS hardware in the property book and Class VII branch in the general supply section of the DMMC in the LID. SPBS-R on TACCS interfaces with SARSS-1, the S4 module of the ULLS, and CSSCS.

**Unit-Level Logistics System. ULLS** operates on the ULC and provides automation of logistics functions at the unit and battalion levels. ULLS is employed throughout the division to include the DISCOM. Unit maintenance and S4 consolidated logistics applications are the two parts of the ULLS. ULLS interfaces with CSSCS, SARSS-1, SAMS-1, SPBS-R, and other applicable STAMISS.

**Standard Army Retail Supply System. SARSS** operates on TACCS in the DISCOM and consists of two parts: SARSS-1 and SARSS-2A.

SARSS-1 operates on TACCS-E hardware in supply and maintenance companies. SARSS-1 automates Class II, III (packaged), IV, VII, and IX supply actions. It performs time-sensitive functions. These include receipt, storage, issue, replenishment, inventory adjustments, supply performance reporting, and excess identification. It also maintains accountable stock record balances. During normal distribution operations, SARSS-1 interfaces directly with SARSS-2A on TACCS at the DMMC. In contingency operations, SARSS-1 operates in the autonomous mode without SARSS-2A support. It interfaces directly with the DAAS to route requisitions directly to the wholesale system. In addition to the

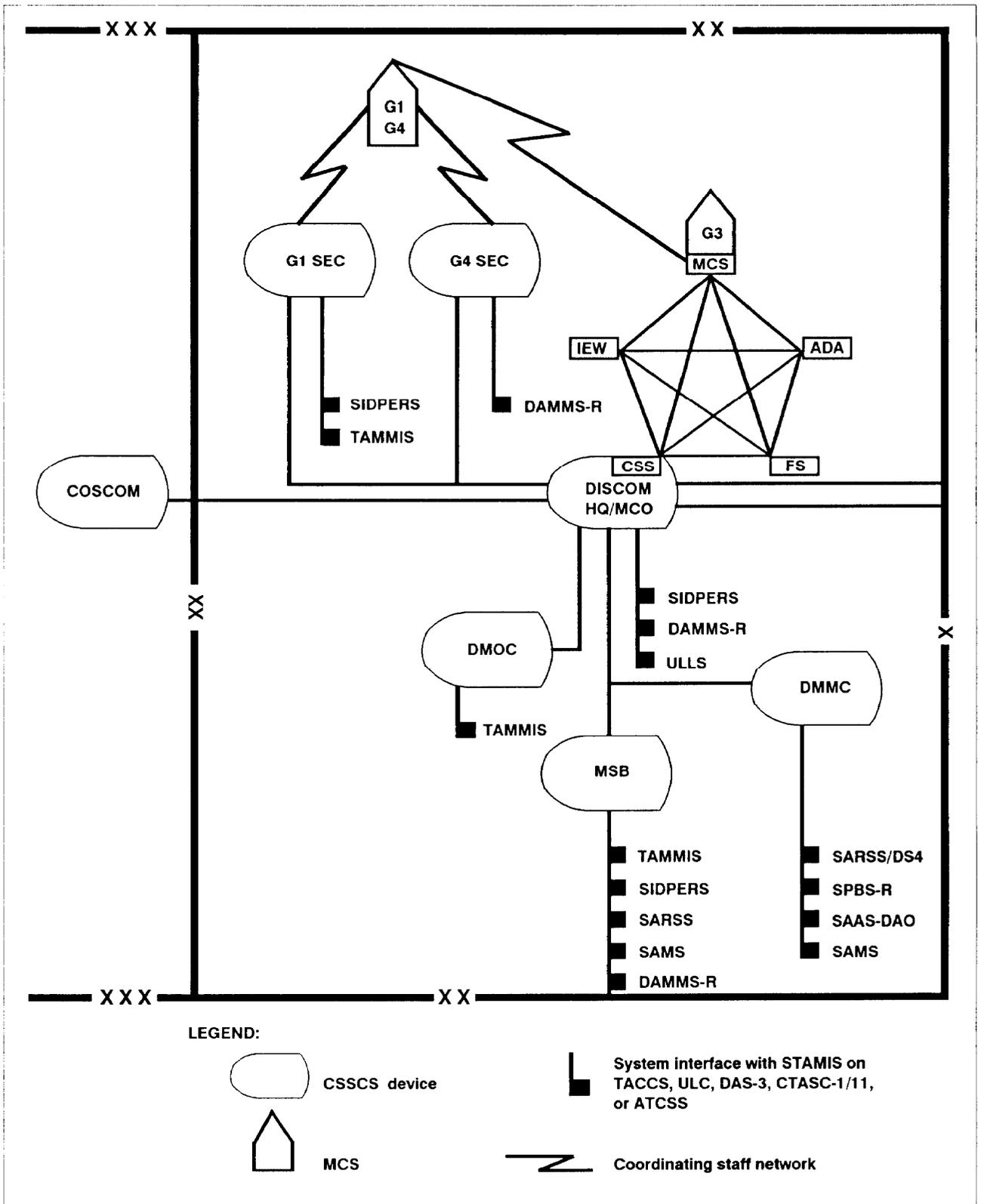


Figure 4-3. CSSCS in support of the division.

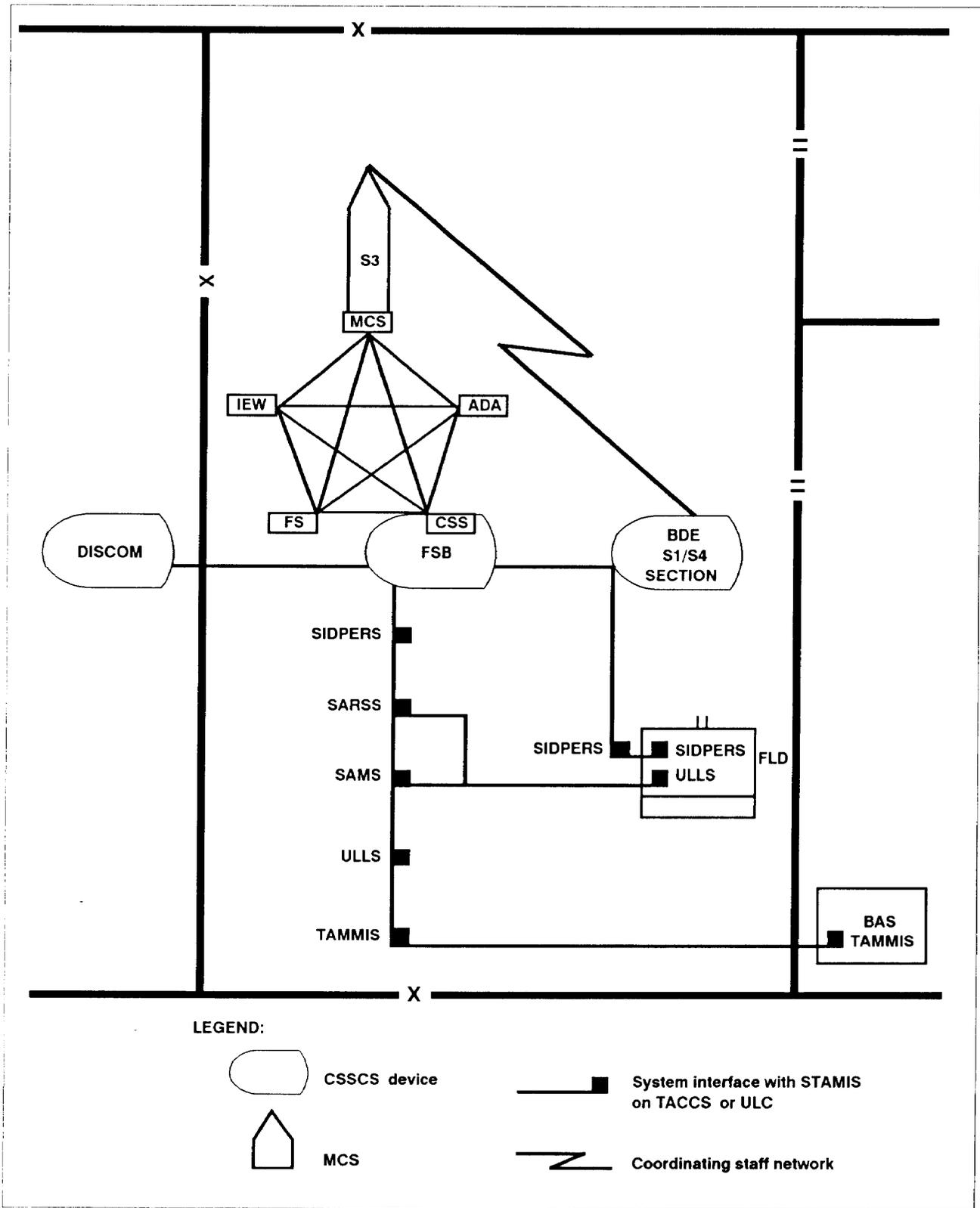


Figure 4-4. CSSCS in support of the brigade.

SARSS-1 to SARSS-2A interface, SARSS-1 interfaces with ULLS, SPBS-R, SAMS-1, DAMMS-R, and CSSCS.

The ASL management branch of the DMMC employs SARSS-2A. SARSS-2A receives asset balance reports from SARSS-1. It routes unfilled requisitions received from subordinate SARSS-1 activities to the appropriate source of supply. It also performs lateral transfers and substitute item identification and release. It submits catalog changes to SARSS-1 and maintains asset balance visibility for all SARSS-1 subordinate activities. SARSS-2A interfaces with subordinate SARSS-1 activities, CSSCS, DAMMS-R, with higher echelon SARSS-2A/2B, and other designated STAMISs. This requires special communications links.

**Standard Army Ammunition System** – DAO. SAAS-DAO operates on TACCS hardware employed in the division ammunition office of the DMMC. It standardizes and automates the management functions of the division's ammunition supply functions. It collects, manipulates, distributes, and processes data to improve the accuracy, timeliness, handling, processing and retrieval of Class V information. This reduces or eliminates the forms and manual operations associated with ammunition management. It maintains current status of ammunition at all ATPs. It receives, stores, and updates data to compute the division's RSR to forecast future ammunition requirements. It also maintains historical records of ammunition consumption. It manages and provides an automated tool using ammunition status data for the DAO to control the established division CSR. It provides an automated means of establishing Class V transportation requirements when the system is input with the types of vehicles to be used as a computation variable. It interfaces with other SAAS modules to coordinate division requirements and maintain data on ammunition shipped from the CSA/ASP. It also helps the DAO maintain enough ammunition of each type at ATPs to meet warfighting requirements. It enables the DAO to apprise using units of the availability of ammunition at supporting ATPs, including the ATP operated by the corps in the division rear. It processes requirements from units for issue of ammunition at the ATPs and ensures that units do not exceed their CSR. Class V support in the division requires that SAAS-DAO interface with SAAS-1/3 at CMMC. This interface is from TACCS to TACCS at the CMMC. Future interfaces are to SAAS-4, DAMMS-R, and CSSCS.

**Standard Army Maintenance System.** SAMS operates on TACCS hardware in the division and consists of two parts: SAMS-1 and SAMS-2. SAMS provides the ability

to present the status of equipment from the unit and DS maintenance shops to the materiel management levels.

All maintenance companies including the AMCO employ SAMS-1 on TACCS. It automates maintenance production control, providing immediate job order and backlog status information. It provides, through file inquiry, repair parts and shop stock asset status. It screens production parts requirements against on-hand assets and automatically generates, edits, and passes requests to the supply system via SARSS-1.

The maintenance companies and the support operations sections in the MSB and FSBs employ SAMS-1. The DMMC materiel section employs SAMS-2. It receives SAMS-1 data and provides immediate production and supply requirements to managers. It gives daily visibility of deadlined equipment. In addition to the SAMS-1 interface, SAMS-2 interfaces with other appropriate SAMS-2 (for example, DMMC to CMMC) and other designated STAMISS.

**DA Movements Management System – Redesigned.** DAMMS-R operates on TACCS hardware in the MCO assigned to the S2/S3 section of the DISCOM headquarters. It provides intransit cargo movements data, mode asset status, and hold/diversion status. It also provides movements information, transportation status reports, container reports, ETA forecasts, and transportation intelligence. MCO automated mission performance requires a DAMMS-R on TACCS interface with the MSB HSC as well as the TMT company DAMMS-R operations on ULC. Other interfaces are with DAMMS-R (for example, MCO to DTO on TACCS), SARSS-1, SAAS, CSSCS, and other designated automated systems.

**Theater Army Medical Management Information System.** TAMMIS operates on ATCCS-CHS within the division and CTASCII at the supporting MEDSOM/MEDLOG battalion. TAMMIS provides timely and accurate information through the MEDPAR, MEDSUP, MEDMNT, and MEDBLD subsystems. It supports the medical information management requirements of the division. TAMMIS provides vertical integration of medical information through command and control or the MEDC2 function. TAMMIS provides a data rollup capability which contains the status of medical units, evacuation work load and critical resources. TAMMIS is a vital link in the HSS chain in that timely and accurate information are critical to the provision of quality HSS.

MEDPAR-D provides automated capabilities in treatment and disposition data, unit medical administration,

ICRs, medical C2, and system setup/maintenance. It supports medical unit commanders and their staff in the management and accountability of patients. It gathers individual patient data and medical information to monitor the status of troop health and medical resource usage. MEDPAR-D identifies each patient and records demographic data. It shows the patient's status, diagnosis, prognosis, and expected disposition. It also reports the availability of holding beds to respective C2 headquarters. For patients being either returned to duty or transferred, the subsystem interfaces with SIDPERS for accounting and casualty reporting. MEDPAR-D provides the user with automated capabilities in the following areas:

- **Treatment and Disposition Log.** It maintains pertinent patient and demographic data on each patient seen at the MTFs. It produces data concerning patient statistics, diagnoses, and holding-bed availability.
- **Unit Medical Administration.** It initiates updates, maintains individual soldier personnel medical files, and produces individual medical readiness and health records.
- **Individually Carried Record.** It interfaces with the ICR through a reader/writer device at all levels of medical care. It archives the data and allows the creation and maintenance of data within the administrative data, medically significant, medical readiness, and combat treatment files of the ICR.
- **Medical Command and Control.** It initiates updates. It maintains additional supporting medical treatment unit data on medical personnel resources, patient evacuation assets, blood assets, and other medical unit capabilities and constraints. The C2 element consists of two separate and independent modules designed to operate below brigade and at brigade levels and above. Units operating at lower levels send consolidated data to units operating at higher levels.

The system produces patient status reports to help medical, logistics, and tactical commanders plan operations. The system generates data to account for patients, patient work load statistics, patient disposition data, and the availability of holding beds. The data also serves as a basis for initiating patient evacuation requests and special patient reporting requirements as well as completion of certain medical records.

- **Algorithm-Directed Troop Medical Care.** The ADTMC module allows the user to determine patient disposition by screening the patient through the use of algorithms. The system provides information about the levels of disposition and a medication listing for reference by the screener. It also provides a written record of the patient/screener encounter.

MEDSUP and MEDMNT provide automated support to the division medical supply office in the areas of medical materiel management and medical equipment maintenance and repair. The DMSO uses these subsystems to manage Class VIII supply transactions, inventory, quality control information, medical equipment maintenance programs and to provide accurate and timely command information. The system maintains data on supply and equipment items critical to mission accomplishment. It sends this information through command channels on an as-required basis via modem, land line, floppy diskette, or hard copy paper reports.

MEDBLD provides automated support to the division in the area of blood management. It records blood donor information and the results of blood processing tests. The system provides the ability to monitor blood product inventories at all levels in the blood distribution system. Each echelon within the blood distribution chain maintains current inventories for its own location and for all locations to which it supplies blood. Blood usage information is transmitted up the distribution and management hierarchy so that every echelon is aware of blood product usage, overages, and shortages.