

CHAPTER 9

Supporting the COSCOM

In addition to providing control and staff supervision for achieving the COSCOM's external logistics support missions, the COSCOM headquarters also includes the staff to control and supervise the 8,000 to 22,000 soldiers assigned, attached, or placed OPCON to COSCOM units. General and special staff officers oversee the health, welfare, morale, training, and discipline of assigned and attached personnel. This chapter covers the mission and functions and the staff responsibilities of those staff elements of the COSCOM headquarters concerned with internal support of COSCOM soldiers.

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COSCOM HHC INTERNAL SUPPORT STRUCTURE

The COSCOM headquarters is organized under a G-staff organization shown on Figure 9-1. This aligns the COSCOM's general staff with the coordinating general staff officer sections in the corps headquarters.

SPECIAL STAFF

Special staff officers provide professional and specialized technical assistance to COSCOM headquarters staff and to the staff of subordinate commands.

The chaplain, COSCOM surgeon, IG, SJA and PAO serve as members of the COSCOM commander's personal or special staff. Other personal staff includes the commander of the headquarters, special troops battalion, the command sergeant major, and aides. They work under the immediate control of the COSCOM commander and assist him directly.

COORDINATING GENERAL STAFF

Coordinating general staff officers focus on the internal support requirements of personnel in subordinate COSCOM units. Table 9-1 lists their areas of support. Though general staff officers respond to the

chief of staff, they retain full authority to act on matters within their functional area. They keep the COSCOM commander informed of internal support problem areas which impact upon accomplishment of the COSCOM's external logistics support mission. They resolve problems reported by their counterpart staff officers in subordinate commands.

TOE MODIFICATION

The COSCOM commander may include any or all of the personal, special, and coordinating general staff officers within his staff. As long as his staff remains within MTOE authorizations, the COSCOM commander can integrate or realign elements to save resources and promote responsiveness of support. To do this, his ACofS, G3 submits requests according to AR 310-49 through command channels to the MACOM requesting reorganization and realignment of personnel.

If the COSCOM headquarters will be the senior logistics headquarters, it must be augmented with staff officers for those areas in which it lacks staff technical expertise.

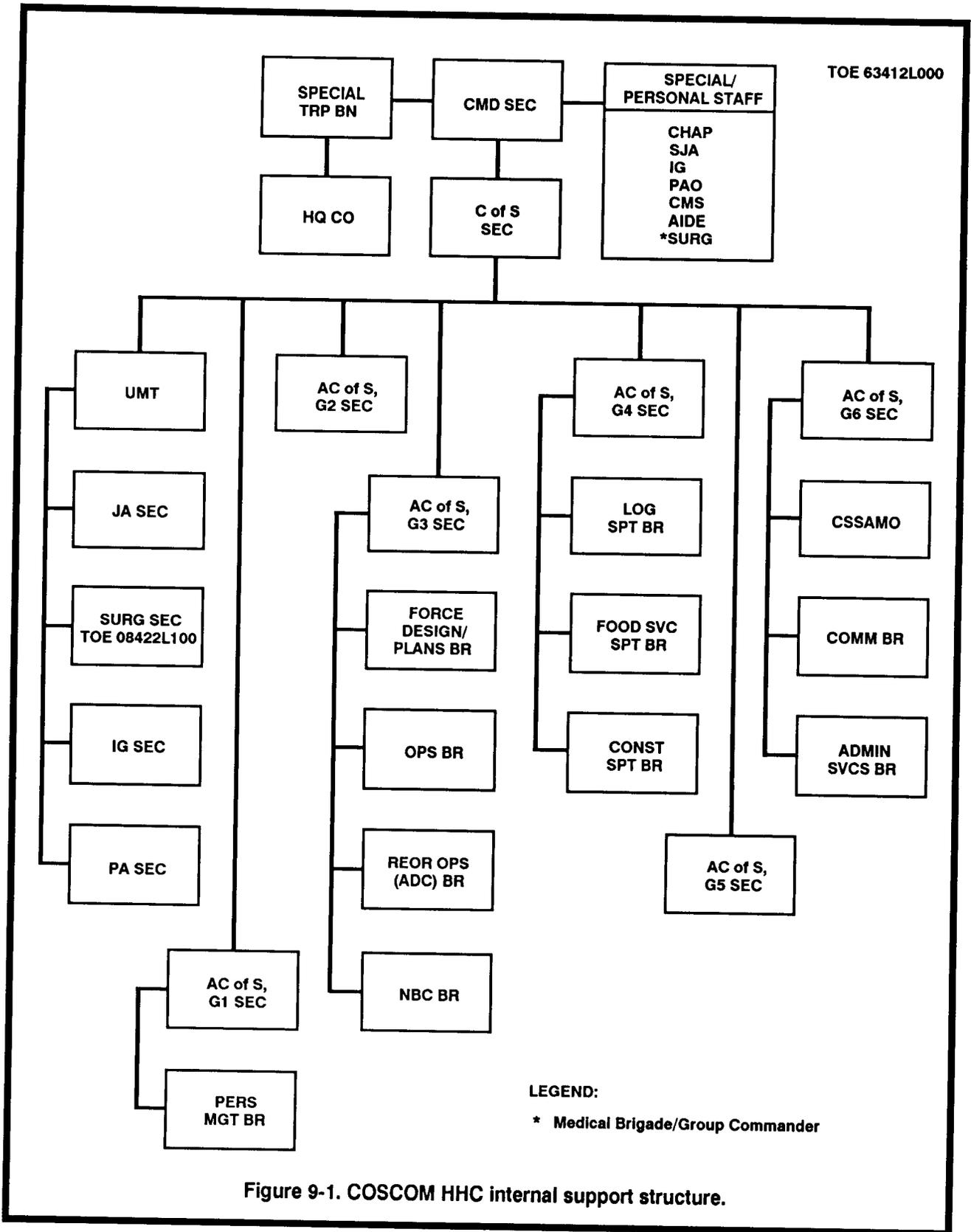


Table 9-1. Coordinating general staff section functions.

ACofS G1 SEC PERSONNEL	ACofS G2 SEC PERSONNEL	ACofS G3 SEC PERSONNEL
COORDINATING STAFF RESPONSIBILITY		
<ul style="list-style-type: none"> ● Analyze unit strength data, personnel loss estimates, and data affecting soldier readiness. ● Update the COSCOM commander on personnel services and morale support activities provided COSCOM soldiers. 	<ul style="list-style-type: none"> ● Identify priority intelligence requirements and high payoff targets throughout the command. 	<ul style="list-style-type: none"> ● Maintain the troop list and recommend assignment/task organization of COSCOM units. ● Maintain current IPB. ● Assess the impact of rear operations and coordinate ADC activities. ● Monitor nuclear fallout and downwind chemical hazard predictions. ● Disseminate early warning on enemy activities and STRIKEWARN messages. ● Identify training requirements and determine allocation of training resources. ● Determine force structure and development requirements. ● Recommend the general location for the COSCOM main CP.
INFORMATION AND ESTIMATES		
<ul style="list-style-type: none"> ● Maintain continuous personnel estimates for the command. 	<ul style="list-style-type: none"> ● Collect, analyze, prepare, and disseminate intelligence information and IPB products. ● Maintain a current intelligence estimate of the situation. ● Prepare counterintelligence estimates and implement counterintelligence measures. 	<ul style="list-style-type: none"> ● Maintain a current operation estimate. ● Prepare the PSYOP estimate. ● Prepare the OPSEC estimate and annex to plans and orders.

Table 9-1. Coordinating general staff section functions. (cont)

ACofS G1 SEC PERSONNEL	ACofS G2 SEC PERSONNEL	ACofS G3 SEC PERSONNEL
PLANS AND ORDERS		
<ul style="list-style-type: none"> ● Develop plans for custody and support of PWs and civilian internees. 	<ul style="list-style-type: none"> ● Prepare the intelligence portion of COSCOM SOPs, plans, and orders. 	<ul style="list-style-type: none"> ● Coordinate input to, authenticate, and publish COSCOM OPLANS/OPORDs. ● Plan the mobilization and demobilization of COSCOM units. ● Disseminate PSYOP plans, directives, and orders
POLICIES AND SUPERVISION		
<ul style="list-style-type: none"> ● Develop personnel replacement policies, identify requirements, and recommend priority allocation of replacements within the command. ● Supervise administration of discipline, law, and order. ● Plan and administer the use of civilian labor. 	<ul style="list-style-type: none"> ● Supervise and coordinate the COSCOM's intelligence collection activities. ● Prepare policies for the command map program. 	<ul style="list-style-type: none"> ● Recommend ammunition basic loads, RSR, and CSR. ● Supervise EW activities.

Table 9-1. Coordinating general staff section functions. (cont)		
ACofS G4 SEC PERSONNEL	ACofS G5 SEC PERSONNEL	ACofS G6 SEC PERSONNEL
COORDINATING STAFF RESPONSIBILITY		
<ul style="list-style-type: none"> ● Monitor equipment readiness status of COSCOM units. ● Coordinate the acquisition, allocation, and disposition of real estate. ● Plan and coordinate construction of facilities for COSCOM units. ● Provide the ACofS, G1 with requirements for use of local civilian labor, civilian internees, or PWs for logistics support tasks. 	<ul style="list-style-type: none"> ● Assess civilian impact on COSCOM operations. ● Monitor the political, economic, and social effects of COSCOM operations on civilian populace. ● Identify in-country resources, such as public works, utilities, labor, materiel, and services available to support COSCOM units. ● Coordinate community relations activities in the area of responsibility. ● Establish relations with HN government officials and US embassy officials, departments, or agencies relative to civil-military relationships in the AO. ● Assist support operations staff in coordinating/contracting support from the HN, civilian community, and foreign military. ● Coordinate civil support for COSCOM units. 	<ul style="list-style-type: none"> ● Manage internal automation assets. ● Manage internal signal assets. ● Coordinate and control information management assets assigned to support COSCOM units.
INFORMATION AND ESTIMATES		
<ul style="list-style-type: none"> ● Provide input to the ACofS, G3 on priority ADC required by COSCOM units. 		
PLANS AND ORDERS		
<ul style="list-style-type: none"> ● Plan COSCOM administrative movements. 		

Table 9-1. Coordinating general staff section functions. (cont)

ACofS G4 SEC PERSONNEL	ACofS G5 SEC PERSONNEL	ACofS G6 SEC PERSONNEL
POLICIES AND SUPERVISION		
<ul style="list-style-type: none"> ● Prepare policies, and procedures for COSCOM units relative to internal supply, maintenance, transportation, and services. ● Supervise the COSCOM maintenance and food service programs. ● Conduct staff visits and inspections of maintenance and food service areas. ● Recommend the prescribed load for COSCOM units. ● Supervise the allocation of the CSR of ammunition among COSCOM units. ● Prepare policies for recovery and evacuation of organic vehicles. ● Prepares policies on field service support to COSCOM units. ● Provide the COSCOM's policy for collection and disposition of excess property, salvage, and captured materiel. ● Control repair of facility utilities. 	<ul style="list-style-type: none"> ● Exercise staff supervision over CA units assigned or attached to the headquarters, special troops battalion. ● Prepare policies on civil-military cooperation. ● Recommend COSCOM policy and guidance on obligations between civil and military authorities. 	<ul style="list-style-type: none"> ● Provide centralized administrative support, to include message center support.

SPECIAL STAFF

Special staff officers provide command level expertise and assistance in specialized, technical, or professional areas to COSCOM headquarters staff and staff in subordinate commands. The ACofS, G1 section provides administrative support to special staff sections.

COSCOM STAFF CHAPLAIN

The COSCOM staff chaplain serves as a special/personal staff officer on the COSCOM commander's staff. He advises the COSCOM commander on the command's religious programs. He develops, coordinates, and implements the COSCOM religious support plan. He is also the corps staff chaplain's primary supervisor for religious support in the corps rear area. He implements the corps staff chaplain's religious support plan. The COSCOM staff chaplain -

- Exercises technical control and coordination over COSCOM unit UMTs.
- Coordinates and executes general and direct religious support for personnel and units in the corps rear area.
- Performs and provides religious support to COSCOM headquarters personnel and other unit personnel in the COSCOM AO without organic UMT support.
- Coordinates emergency religious support for units in the corps rear area, to include mass casualty, unit reconstitution, rear operations, and denominational requirements.
- Advises the COSCOM commander on all matters of religious welfare, to include the morals and morale of the command.
- Advises the COSCOM commander on indigenous religions in the AO and their impact on COSCOM operations.
- Determines the religious support needs and shortfalls in the corps rear area and accordingly requests the assignment of chaplaincy support teams from the TAACOM.
- Monitors and coordinates religious support in medical units assigned to the COSCOM.
- Monitors UMT material and supply needs and coordinates the procurement, storage, and issue of items with the corps UMT.

For more information on staff chaplain duties, refer to FM 16-1.

COSCOM Unit Ministry Team

The COSCOM UMT implements the corps rear area support plan for the corps rear area. It closely monitors changing battlefield conditions and unit locations through the coordinating staff briefs and daily religious support status reports received through technical channels. A means of communication may be through the rear operations net to and from UMTs in bases. Battalion level UMTs respond to the requirements of the COSCOM UMT. They submit their requirements through the CSGs and the medical brigade/group UMT to the COSCOM UMT. The COSCOM UMT maintains close and continuous communication with the corps UMT and coordinates with allied and civilian religious leaders in the COSCOM area of responsibility.

General Religious Support Plan

Because of the large number of units and detachments in the corps rear area and the wide dispersion of these units, the COSCOM UMT develops and implements a comprehensive general religious support plan. Execution of this RSP provides religious support to all units in the corps rear area. Continuously changing unit configurations due to battlefield conditions, necessitates constant coordination of adequate religious support to all soldiers. The COSCOM UMT continually reviews and updates the corps chaplain's RSP in accordance with battlefield changes and UMT variations.

The corps rear area general RSP is developed and implemented as follows -

- Each UMT in the corps rear area assesses unit missions and locations and develops an RSP.
- Their RSPs are consolidated and coordinated through technical channels with the COSCOM UMT.
- The COSCOM staff UMT provides data on units without assigned UMTs and the unit UMTs add general religious support coverage to the RSPs.
- Supervisors submit revised RSPs to the commander for approval.
- The COSCOM staff chaplain designates each CSG UMT as coordinator for general religious support in his area.

The consolidated and coordinated general religious support plan at the CSG level –

- Lists units and detachments located within the support group area.
- Identifies the number of chaplains located in the support group area, by denomination and unit assignment.
- Specifies general religious support coverage responsibilities.
- Identifies shortfalls, if any, in chaplain personnel and supplies.
- Provides technical control and coordination procedures for subordinate UMTs.
- Provides emergency communication information.
- Provides information on emergency religious support missions; to include, reconstitution, mass casualty, and hasty burials.
- Provides information on resupply of ecclesiastical items and supplies.

Operation Support

During the predeployment planning, deployment alert, and staging phases of an operation, the COSCOM staff UMT performs the functions listed on Table 9-2.

COSCOM SURGEON

The COSCOM surgeon serves on the COSCOM commander's personal staff. He has direct access to the COSCOM commander on health services within the command. The COSCOM staff surgeon advises the COSCOM commander on the quality of HSS being provided to personnel within the command, to include preventive, curative, restorative, and related health services. He also advises COSCOM staff on the medical effects of natural environmental factors and NBC agents on personnel, rations, and water.

The COSCOM staff surgeon retains inherent authority to coordinate directly with the corps surgeon and the corps surgeon's staff on HSS of combat operations. Direct coordination is also authorized between the medical brigade and the theater army medical command. This staff coordination increases proactive response to changing combat situations.

Medical brigade/group staff officers plan HSS for the command. They assist the COSCOM staff surgeon in determining the COSCOM's requirements for medical

services, establishing command health service policies, and recommending priorities for HSS to COSCOM personnel.

STAFF JUDGE ADVOCATE

The SJA is a member of the COSCOM commander's personal staff. He works under the COSCOM commander's immediate control and supervision. The SJA is the commander's personal legal advisor on all matters that affect the morale, good order, and discipline of the command. He is also a special staff officer. As such, he provides professional legal services to the COSCOM commander and staff and is responsible for the operation of the SJA section. AR 27-1 and FM 101-5 describe the COSCOM SJA's responsibilities. The SJA –

- Supervises the administration of military justice within the COSCOM.
- Provides legal services to the commander, staff, subordinate commanders, soldiers, and other authorized personnel on all matters involving military law, domestic law, foreign law, status of forces agreements, and international law.
- Consults and coordinates with other staff officers.
- Implements the COSCOM commander's policies on the administration of legal services and supervises the SJA section.
- Coordinates with the corps SJA, as needed.

Staff Judge Advocate Section

A staff judge advocate section, headed by the SJA and legal defense section provide legal services to the COSCOM on an area basis. Legal services are provided in seven functional areas –

- Criminal law.
- Operational law.
- International law.
- Administrative law.
- Legal assistance.
- Contract law.
- Claims.

The SJA section provides the COSCOM responsive legal services at all echelons of command as far forward as possible, regardless of the type or intensity of the combat environment. Legal services contribute to unit

Table 9-2. COSCOM UMT deployment planning.

PREDEPLOYMENT
<ul style="list-style-type: none"> ● Implements previously developed COSCOM UMT mobilization plans and ensures integration with installation mobilization plans. ● Ensures COSCOM UMTs know unit missions, religious support parameters, and the technical channel of responsibility. ● Monitors UMT assets through the technical channel and coordinate with ACofS, G1 personnel management branch staff for assignments and transfers of replacement personnel. ● Coordinates with ACofS, G3 plans staff to update the religious support annex to war plans. ● Ensures adequate load plans for COSCOM UMTs and coordinates with ACofS, G4 staff for resupply of chaplain equipment and expendable supplies. ● Develops religious support plan for family members in coordination with the installation chaplain. ● Coordinates with the installation UMT and ACofS, G1 to provide assistance to family members of departing soldiers. ● Identifies the religious practices of the area of operation in which deployment will occur. ● Coordinates with ACofS, G5 staff for information on religions, customs, and mores of the people of the host nation. ● Coordinates with ACofS, G3 force design staff for time-phased priorities for deployment of COSCOM UMTs.
DEPLOYMENT
<ul style="list-style-type: none"> ● Establishes communication channels with subordinate and higher UMTs per the COSCOM TAC SOP. ● Determines UMT locations and potential religious support shortfalls in the corps rear area. ● Ensures development and implementation of the corps RSP for the corps rear area. Establishes procedures and plans for emergency religious support for mass casualties, burials, and denominational requirements. ● Establishes procedures and plans for emergency religious support for mass casualties, burials, and denominational requirements. ● Establishes operational relationships and coordination with division UMTs for religious support for COSCOM units and elements located in the division's AO. ● Monitors unit UMT personnel needs, movements, and balance to ensure comprehensive religious coverage. ● Ensures liaison with HN religious leaders, where possible, and monitors PW movement and religious support requirements. ● Monitors COSCOM hospital/medical unit locations and establishes supervisory relationships with the COSCOM UMT.

readiness and effectiveness by assisting the commander in maintaining morale, good order, and discipline in the unit.

The COSCOM SJA section is designed to support 8,000 troops assigned, attached, or detailed to the COSCOM. As the COSCOM grows, additional legal personnel are required. This support is provided by Judge Advocate General Service Organizations. Refer to AR 27-1.

Operation Support

Personnel assigned to the staff judge advocate section perform the functions listed on Table 9-3 during the alert and staging phases of an operation.

INSPECTOR GENERAL

The IG acts as a personal staff officer of the COSCOM commander on matters affecting mission performance. These include the efficiency, discipline, and morale of the command. He provides the COSCOM commander with a continuing assessment of the effectiveness of the command in accomplishing its administrative and operational mission. He conducts or schedules general inspections for all assigned or attached units.

IG Section

Inspector general support is provided by the IG section under the supervision of the inspector general. IG section personnel conduct inspections, investigations, surveys, and studies as directed by the COSCOM commander and as prescribed by law and regulations. Following AR 1-201, they receive, investigate, and report on allegations, complaints, and grievances of COSCOM soldiers and agencies and recommend remedial action to correct deficiencies noted. FM 101-5 and AR 20-1 provide guidance on IG activities and procedures.

Operation Support

During the alert phase of an operation and upon arrival in the operations area, IG section personnel perform the functions or tasks listed on Table 9-4.

PUBLIC AFFAIRS OFFICER

The PAO serves as the personal staff officer responsible for dissemination of information documenting accomplishment of the COSCOM's mission to the media. He serves as the command spokesman and single point of coordination for all media inquiries. The PAO retains sole release authority for the command within

the operational area, whether to the civilian news media, corps headquarters PAO, or other military news organizations. FMs 46-1 and 101-5 prescribe PAO responsibilities.

The PAO is responsible for the public information and command information portions of OPLANs/OPORDs. He assists the ACofS, G2 and ACofS, G3 in preparing the information portion of operation plans and public affairs annexes, as appropriate. Together, they plan when to release command and public information during the phases of an operation. The PAO coordinates with the Chief of Public Affairs, HQ DA, to ensure that plans comply with both DA policy and that of the unified command in the area of potential operations.

The COSCOM PAO clears and releases all articles by or about units or personnel assigned or attached to the COSCOM. Staff sections and subordinate units do not handle any press or news inquiries without first contacting the COSCOM PAO. He releases information with minimum delay in accordance with security, accuracy, propriety, and COSCOM policies.

Public Affairs Section

A public affairs section, under the supervision of the public affairs officer, provides public affairs support to the COSCOM. Public affairs section personnel keep COSCOM soldiers informed and serve as the COSCOM's spokesman in response to media queries concerning COSCOM operations. They operate the news media center and conduct command and public information programs in support of COSCOM policies and objectives. The command information program centers on internal information aimed at keeping COSCOM soldiers and families informed. It outlines command policies or the commander's directives.

Section personnel coordinate their community relations program with the ACofS, G5. The program strives to maintain understanding, good will, and support between the COSCOM and surrounding communities. It specifies the authority to release information, its propriety, and the agencies to whom information will be released. ARs 360-5, 360-61, and 360-81 provide guidance.

Operation Support

Table 9-5 lists functions or tasks which public affairs section personnel perform during the predeployment planning, alert, and staging phases of an operation.

Table 9-3. Judge advocate section personnel deployment planning.**PREDEPLOYMENT**

- Determine the legal aspects of the status of forces agreements with the HN that may affect operation plans.
- Provide legal advice to ACofS, G5 section personnel concerning relations with the populous and governments of nations within the AO.
- Review procedures required by the HN and status of forces agreements regarding the acquisition of real estate.
- Estimate requirements for the attachment of judge advocate general service organization teams and a proposed plan for their employment.
- Provide ACofS, G3 force design staff time-phase priorities for the movement of judge advocate staff to the operations area.
- Prepare the military justice and legal affairs portion of the operation plan.
- Participate in operations planning and review operations plans and orders for compliance with international and domestic law.
- Assist in the preparation of and review the COSCOM's rules of engagement for legal sufficiency.
- Brief major subordinate commands on the rules of engagement and law of armed conflict.
- Provide legal counseling and assistance to COSCOM soldiers to ensure their personal legal affairs are settled before deployment.
- Coordinate efforts of legal clerks and notary publics provided by deploying units in executing wills and powers of attorney.
- Coordinate the disposition or transfer of jurisdiction of disciplinary cases.

DEPLOYMENT

- Advise the COSCOM commander of status of serious administrative and UCMJ disciplinary actions.
- Provide legal services to programmed overseas movement.
- Coordinate with the command group, COSCOM staff officers, and civil affairs officers on the impact of legal issues on deployment into the contingency area.

Table 9-3. Judge advocate section personnel deployment planning. (cont)

STAGING

- Advise the COSCOM commander on criminal law matters that impact on COSCOM morale, welfare, order and discipline.
- Advise the command group and COSCOM staff officers on legal issues that impact on COSCOM mission and operations.
- Advise on international law and operational law matters.
- Advise on administrative law and contract law matters.
- Advise on command legal services program for claims and legal assistance.
- Coordinate the disposition of open claims or incidents likely to result in claims against the government.

Table 9-4. IG section personnel deployment planning.

PREDEPLOYMENT

- Transfer to the installation or rear detachment IG all unresolved investigations and action requests pertaining to the installation, local community, and COSCOM soldiers not deploying.

DEPLOYMENT

- Establish relations with the corps headquarters IG.
- Establish liaison through the corps IG with HN officials who may be involved in the conduct of investigations and surveys directed by the COSCOM commander.
- Coordinate with PAO, SJA, and ACofS, G5 staff to establish channels and procedures for processing and resolving problems involving elements of the command and the HN.

Table 9-5. Public affairs branch personnel deployment planning.

PREDEPLOYMENT

- **Maintain a library of DA pamphlets and materials produced by the US State Department on likely contingency areas to use in command information and public information programs.**
- **Determine information resource requirements.**
- **Determine information policies for the operation area in coordination with the corps PAO.**
- **Determine what information facilities (printing equipment, radio stations, etc.) are available for use in the AO.**
- **Coordinate with corps headquarters to obtain authority to release public information.**
- **Prepare to establish a field photo darkroom.**
- **Coordinate with ACofS, G6 administrative services branch personnel for courier service and printing.**
- **Write the PA annex to the OPLAN.**
- **Coordinate with corps PA personnel.**
- **Determine, in coordination with ACofS, G3 operations staff, the security limits of releasable information.**
- **Obtain releasable information on sensitive subjects, such as troop lists, NBC, etc. from ACofS, G3 section personnel.**
- **Provide subordinate commanders with internal information releases designed to forestall rumors and instill confidence.**
- **Establish relations with the corps PAO and HN information authorities.**

DEPLOYMENT

- **Conduct command information activities to inform COSCOM units of current news and command policies.**
- **Provide public media with factual information releases designed to relieve fears of the effect of deployment on the local community, if authorized via PA channels from the Office of the Assistant Secretary of Defense-PA.**
- **Arrange to discontinue involvement of deploying elements with on-going community activities.**

Table 9-5. Public affairs branch personnel deployment planning. (cont)**STAGING**

- Provide releasable, accurate information for command dissemination to help bolster troop morale and confidence.
- Coordinate with ACofS, G5 section staff to determine the availability of public media facilities and arrange for their use to implement the COSCOM information program.
- Establish media center facilities to support visiting civilian press.
- Coordinate with the COSCOM SJA to ensure that information pertaining to agreements with the HN are properly presented in the command information program.
- Coordinate with the PM to ensure that information pertaining to local restrictions is accurately disseminated to COSCOM troops.
- Provide media representatives with a preplanned press packet that includes appropriate information on the COSCOM's participation in the AO.
- Coordinate support for visiting news media representatives and escort news media representatives in the COSCOM AO. If this is not possible, coordinate with the affected unit for appropriate escort.
- Review text prepared for public release by units assigned or attached to the COSCOM.
- Review hometown news releases on COSCOM soldiers for OPSEC violations.
- Coordinate press coverage of important civilian and military visitors to the COSCOM.
- Submit articles or information to the joint task force headquarters for publication in the JTF news letter or paper.
- Print field expedient newspapers.

PERSONNEL MANAGEMENT

The personnel management branch, under supervision of the ACofS, G1 coordinates plans, policies, and procedures pertaining to the assignment and personnel management of personnel within the COSCOM.

ACofS, G1

The ACofS, G1 exercises staff supervision over personnel actions pertaining to COSCOM personnel. He formulates plans and policies for the personnel service support of units assigned or attached to the COSCOM. He also provides policies for soldier resource management with the COSCOM. The ACofS, G1 is responsible for development of personnel service support annexes in OPLANs and OPORDs. This includes development of personnel support portions in contingency plans.

The ACofS, G1 provides advice and assistance to the COSCOM commander, COSCOM staff, and commanders and S1 staff officers of subordinate organizations on —

- Personnel readiness.
- Maintenance of unit strengths.
- Personnel management.
- Community and family support activities.
- Reenlistment policies.
- Safety.
- Human relations activities.

The COSCOM ACofS, G1 coordinates with the G1 staff in the corps rear CP's CSS cell on —

- Discipline, law, and order.
- Indigenous civilians and civilian labor.
- Logistics support for PWs.
- Allocation and use of replacements.
- Unit strength data.
- Personnel losses.
- Unit cohesion.

FM 101-5 lists other ACofS, G1 responsibilities.

PERSONNEL MANAGEMENT BRANCH

Personnel management branch personnel establish and maintain records on incoming and assigned COSCOM personnel. They submit reports on present

and projected manpower requirements and maintain strength accounting records and reports. They provide technical guidance to PSNCOs in subordinate commands, ensuring timely and appropriate flow of personnel management documents. Their areas of staff responsibility include —

- Unit manning reports.
- Promotions, reductions, and separations.
- Classifications and assignments.
- Awards and decorations.
- Command morale, welfare, and recreation services.
- Reenlistments and rotations.
- Discipline, law, and order.
- Safety program.
- Casualty reports.
- Survivor assistance.
- Alcohol and drug control policies.

Branch personnel monitor strength accountability for the major subordinate commands of the COSCOM. They develop estimates of personnel requirements and recommend allocations and priorities for personnel assignments. Branch personnel perform manpower/force planning and recommend changes to the COSCOM troop base and TAADS. They coordinate and prepare the personnel OPLAN and administrative annexes and appendices to the COSCOM's OPLANs and SOP. They also coordinate —

- Replacements for the COSCOM with the corps personnel group.
- Medical, dental, and veterinary support requirements of COSCOM personnel and COSCOM units with the COSCOM medical brigade/group.
- Civilian labor and indigenous labor matters with ACofS, G5 section personnel.
- MP support requirements for the COSCOM with the provost marshal.
- Evacuation of PWs and civilian internees as well as the evacuation of US military prisoners with the provost marshal.

OPERATION SUPPORT

Table 9-6 lists the actions which ACOR, G1 section

personnel provide during the predeployment planning, alert, and staging phases of an operation.

INTELLIGENCE

Timely intelligence enables the COSCOM commander and staff to prepare plans and orders which ensure accomplishment of the COSCOM support mission. Intelligence also enables operations staff officers to maintain a current operation estimate and update COSCOM OPORDs/OPLANs, to include administrative movement plans and plans for deployment of subordinate units.

ACofS, G2

The ACofS, G2 provides the COSCOM commander and staff with timely tactical intelligence information. He prepares broad planning guidance on G2 staff areas. He relates corps intelligence to the COSCOM commander and staff. The ACofS, G2 implements the intelligence cycle in support of the COSCOM's logistics planning areas. FM 101-5 delineates other responsibilities of the ACofS, G2.

Intelligence/Counterintelligence

ACofS, G2 section personnel coordinate the collection and dissemination of intelligence, counterintelligence, and counterintelligence data within the COSCOM. They provide threat and counter-terrorists briefings. Section personnel exercise staff supervision over OPSEC and SIGSEC measures within the command. They prepare intelligence, OPSEC, and mapping, charting, and geodesic annexes to COSCOM OPLANs and OPORDs. They also coordinate command deception operations with the corps deception cell.

Intelligence officers maintain a current intelligence estimate of the situation in the COSCOM's area of responsibility. They evaluate the vulnerability of the COSCOM's units to hostile intelligence. They control distribution of classified maps. They continually collect, analyze, and disseminate intelligence information on the enemy and the enemy's capabilities in the COSCOM's AO to attached and subordinate units.

As the situation develops, intelligence staff officers formulate and disseminate priority intelligence requirements to subordinate units. Intelligence personnel also disseminate passwords to subordinate units.

Intelligence officers plan and execute active and passive measures to counter or neutralize hostile espionage, sabotage, and subversive activities in the COSCOM AO. They provide advice and monitor subordinate commands on implementing document security and personnel security clearances. They process courier orders for transporting classified information.

Weather Information

Intelligence personnel consolidate weather observations from subordinate units and forward the reports to the corps G2 as part of the intelligence summary report. They disseminate weather observation reports to subordinate units. Reports of weather conditions which could seriously impact upon COSCOM support operations are assigned immediate precedence.

Enemy Prisoner of War Guidance

ACofS, G1 section staff officers provide subordinate units guidance concerning responsibilities and procedures for processing and evacuating EPWs, related documents, and material. Subordinate unit commanders ensure compliance with AR 190-8 and FM 19-4 relative to handling EPWs.

FMs 19-1, and 19-40 and STANAG 2044 prescribe EPW evacuation procedures. Sundry packs are provided by the EPW battalion at EAC. FM 8-10 provides information on the medical treatment and evacuation of EPWs under the protections afforded by Geneva convention. While in medical channels, EPWs are guarded by non-medical soldiers as designated by the theater commander.

Subordinate units report information of immediate tactical value obtained from these sources through the S2 staff to the COSCOM ACofS, G2. FMs 19-1, 19-4 and 19-40 and STANAG 2033 prescribe handling and evacuation of enemy documents and materiel.

OPERATION SUPPORT

Table 9-7 lists ACofS, G2 section staff officers support during predeployment planning deployment alert, and staging operations.

OPERATIONS

The subordinate branches of the ACofS, G3 section, to include the force design/plans branch, operations branch,

rear operations/ADC branch, and NBC branch provide operations support for COSCOM units.

Table 9-6. ACoS, G1 section personnel deployment planning.

PREDEPLOYMENT

- Develop the personnel portion of OPLANs.
- Maintain the COSCOM strength data base and determine replacement actions required.
- Maintain deployment and shortage rosters by major subordinate commands.
- Provide assistance to COSCOM units relative to personnel readiness and deployment strength.
- Advise COSCOM staff and subordinate personnel staff in personnel problems.
- Identify units currently supported by the COSCOM that have not been alerted to deploy with the force.
- Recommend changes to the troop basis and modifications to personnel allocations of subordinate COSCOM units.
- Reassign or realign COSCOM personnel to fill key vacancies.
- Submit requests for filler personnel to the corps personnel group.
- Develop plans for receiving filler personnel and for their inclusion on data bases and reports.
- Implement personnel recall policy.
- Update plans to support civilian personnel (contractor) deployment.
- Ensure that all personnel assigned to deploying units of the COSCOM or designated as fillers or replacements are prepared for overseas movement.
- Coordinate reassignment of non-deployable personnel within the COSCOM.
- Coordinate appointment of Class A agents?
- Establish the location of the overseas movement site.
- Establish policy and procedures for family member assistance plans to be implemented by major subordinate commands.

DEPLOYMENT

- Assume personnel services responsibilities for units deploying with the force which were not previously attached or assigned to the COSCOM.
- Assist the supporting personnel service company with scheduling personnel deployment.
- Coordinate the termination of personnel support to units not alerted to deploy with the force and assist in transferring personnel services support to other elements.

Table 9-6. ACofS, G1 section personnel deployment planning. (cont)

- Provide guidance on clearance of deploying personnel from government quarters.
- Provide assistance to dependents of deploying personnel.
- Request information on NEO population of US citizens and foreign national citizens.
- Estimate days required for NEO evacuation.

STAGING

- Allocate shelters for COSCOM headquarters staff and personnel.
- Establish relations with personnel staff counterparts at corps headquarters.
- Establish liaison with the supporting personnel service unit.
- Coordinate with ACofS, G5 section personnel in establishing relationships with the local US State Department office and HN officials.
- Coordinate with the ACofS, G5, SJA, and HN officials in establishing policies and procedures for employing indigenous personnel.
- Establish policies concerning interrelationships between US and HN personnel.
- Maintain COSCOM strength status data.
- Maintain personnel loss estimates and summarized personnel information for use by COSCOM headquarters staff in preparing support plans.
- Recommend replacement allocations and priorities for COSCOM units.
- Arrange for processing replacements and their personnel records.
- Arrange for leave, rest, and recreation facilities.
- Determine the availability of unit replacements and processes replacement individuals and units.
- Process appointment, promotion, demotion, separation, discharge, elimination, and retirement actions for COSCOM personnel.
- Arrange for the collection, processing, evacuation, utilization, discipline, and repatriation of PWs and civilian internees.
- Provide for postal, legal, and welfare services.
- Coordinate with the UMT in arranging for memorial activities.

Table 9-7. ACofS, G2 section personnel deployment planning.

PREDEPLOYMENT

- Update the COSCOM's data base on foreign intelligence pertaining to potential threats within the area of operations.
- Update the intelligence annex to plans, orders, and FSOP to the tactical situation in the area.
- Provide intelligence and OPSEC briefs to major subordinate commands and disseminate classified guidance for OPORDs.
- Provide advice and assistance to ACofS, G3 staff and the S3s of major subordinate commands on intelligence and security.
- Develop policies for collecting intelligence and counterintelligence information.
- Develop policies in coordination with corps G2 staff and the corps MI group for conducting counterespionage, countersubversion, and countersabotage.
- Coordinate with the supporting MI unit for monitoring communications to detect security violations and compromises during the alert.
- Arrange for counterintelligence inspections of sensitive areas.
- Revise the PSYOP's portion of plans as necessary.
- Coordinate with ACofS, G3 plans branch personnel on updating mapping, charting, geodesic annexes to plans, orders, and FSOP.
- Coordinate map support requirements for the objective area.
- Conduct intelligence training.

DEPLOYMENT

- Develop essential elements of information for the operation area and initiate intelligence operations.
- Advise and supervise subordinate commands in processing and preparing personnel security clearances.
- Prepare COSCOM headquarters access rosters and initiate security badge systems.
- Disseminate classified and unclassified intelligence information required to train for operations in the area.
- Disseminate intelligence and counterintelligence information within the COSCOM.

Table 9-7. ACofS, G2 section personnel deployment planning. (cont)

- Provide intelligence on population size, stratification, and skills which could be used in HNS or contract areas.
- Provide information on airfields and drop zones; port capacity; offshore and harbor anchorages; and ground, rail, and inland waterway networks.
- Provide information on existing power stations, transforming and switching stations, and electric voltage and cycles.
- Provide COSCOM petroleum support branch staff information on the location and capacity of petroleum refineries, storage areas, and pipeline distribution system.
- Monitor access to and protection of classified information.
- Coordinate counterintelligence activities.
- Investigate security violations.

STAGING

- Establish relations with counterpart corps G2 staff.
- Serve as the COSCOM point of coordination for counter-terrorism operations.
- Coordinate intelligence with higher, subordinate, and joint elements and with friendly nation elements.
- Provide intelligence information and threat analysis to ACofS, G3 operations branch personnel.
- Maintain and update the intelligence situation map and overlays.
- Collect and distribute weather data.

ACofS, G3

The ACofS, G3 has primary coordinating staff responsibility for operations, readiness, and rear operations/ADC. He is responsible for maintaining the COSCOM troop list and for its revision to support contingency operations. The ACofS, G3 coordinates the collection and distribution of NBC data and NBC reports. He exercises staff supervision over OPSEC, PSYOP, and EW. He also provides guidance and develops policies for training and evaluating the training of COSCOM units.

FORCE DESIGN/PLANS BRANCH

Force design/plans branch personnel coordinate the COSCOM troop list. They also coordinate the preparation, authentication, and distribution of OPLANs and administrative/logistics plans. (OPORDs are the responsibility of the operations branch.)

The force design officer manages COSCOM Capstone trace programs and tailors logistics support force packages. He coordinates with COSCOM staff sections and major subordinate commands in developing the COSCOM troop list to support contingencies and corps long-range plans. He recommends assignment and types of units to be assigned/attached to the COSCOM. He submits a time-phasing deployment recommendation for subordinate units to the corps G3.

Force design personnel process TOE/MTOE reviews. They assist subordinate units in the submission of TOE/MTOE/TDA modifications. They review MTOE/TDA changes and activation actions to ensure compatibility with the COSCOM troop list and time phased force development list in support of COSCOM plans. To refine or tailor logistics force packages, force design personnel –

- Analyze mission.
- Determine the forces to be supported.
- Develop a support concept.
- Apply planning factors to generate quantitative requirements.
- Build the supporting force.
- Balance the supporting force to ensure it is capable of supporting the supported force and itself.
- Resource the supporting force.

To help speed the force design and planning process,

branch personnel maintain FSOPs, MTOEs, information books, and computer databases on their major subordinate commands and as many COSCOM units as possible.

Force design personnel also prepare COSCOM materiel fielding plans and coordinate new equipment training. They coordinate with ACofS, G4 section personnel for redistribution of displaced equipment. They coordinate with ACofS, G1 section staff for personnel to operate and maintain new systems.

The plans officer reviews long-range plans and contingency plans from corps headquarters. He reviews current OPLANs to ensure compatibility with corps plans and updates supporting plans. He also reviews implementing plans prepared by major subordinate commands. He is responsible for preparing base development plans and plans for support of subsequent phases of an operation.

Plans branch personnel integrate annexes and appendices prepared by other staff officers for future OPLANs. They review the implementing plans prepared by subordinate COSCOM units.

OPERATIONS BRANCH

Operations branch personnel prepare guidance and policies pertaining to the COSCOM's organization, operations, and functions. They coordinate, prepare, and update the FSOP. They maintain unit readiness status data. They prepare the current operations estimate of the situation and maintain the situation map for the COSCOM AO. They develop COSCOM OPORDs for subsequent phases of an operation. (OPLANs are the responsibility of the force design and plans branch.) They prepare the COSCOM SOP based on input from other staff sections. They also coordinate the displacements of subordinate commands and assign employment areas. Branch personnel also prepare broad training plans, coordinate mobile training teams, and monitor the training of assigned or attached units.

Operations Security

Operations branch personnel establish procedures to ensure protection of information concerning COSCOM plans and capabilities. They provide OPSEC, EW, PSYOP, and deception guidance to subordinate units to ensure successful execution of COSCOM mission operations. They also develop and recommend OPSEC countermeasures to protect EEFI.

Unclassified Map Support

Operations staff officers determine map requirements and prepare the COSCOM map program to include acquisition, production, and reproduction of maps. They provide overall supervision of unclassified maps within the COSCOM. They develop plans and requirements for terrain studies, mapping, and charting for subordinate units. They designate map grid areas and map sheets which units need to obtain. They review, consolidate, and approve requests for unclassified maps. DMMCs, S4s, and DS supply companies submit requirements for unclassified maps to the Troop Support Materiel Division of the CMMC.

REAR OPERATIONS/ADC BRANCH

Rear operations/ADC branch personnel develop rear operations policies and plans for protecting COSCOM operations and facilities. They coordinate COSCOM rear operations and ADC activities in conjunction with the RAOC in their area. Branch personnel –

- Assess the overall physical security posture of the command, to include security of critical supplies.
- Prepare the rear operations annex to COSCOM orders and the FSOP.
- Conduct physical security inspections of subordinate units.
- Determine rear operations protection requirements and request tactical support from the corps rear CP's operations cell.
- Develop ADC plans and policies and coordinate them with the operations cell of the corps rear CP.
- Review ADC plans of subordinate group and battalion S4s.
- Conduct a vulnerability analysis and ADC capability analysis.
- Recommend ADC priorities to the COSCOM commander.
- Coordinate and monitor ADC operations in the COSCOM's area of responsibility.
- Maintain a current ADC situation map.
- Keep the COSCOM commander informed of the status of ADC operations.
- Arrange for emergency logistics support for affected logistics facilities.

- Coordinate with the ACofS, G1 and ACofS, G5 for HN personnel and assets to help clear the area and provide ad hoc firefighting assistance.
- Coordinate with medical brigade/group staff for medical assistance in sorting, initial evacuation, and treatment of mass casualties.
- Coordinate with the CMCC to obtain transportation assets to evacuate patients.
- Coordinate with engineer units to clear debris and rubble.
- Coordinate with supporting chemical units to assist subordinate units in decontamination operations and radiological monitoring.
- Keep the CMCC informed of ADC operations in the area, to enable the CMCC to monitor the condition of supply routes and redirect traffic when warranted.

NBC BRANCH

NBC branch personnel provide technical advice and assistance on NBC activities throughout the command. The NBC officer advises the COSCOM commander and staff on NBC activities which impact on the COSCOM's support mission. NBC staff officers prepare the NBC portion of COSCOM plans and orders. They monitor NBC training in COSCOM units. They evaluate the vulnerability of COSCOM units to NBC weapons and prepare NBC estimates. They coordinate with corps G3 chemical personnel for COSCOM internal decontamination support by chemical units. They develop damage estimates in the event of NBC attacks. They also implement NBC countermeasure plans and plan post-attack recovery operations, to include recommending requirements for chemical unit support.

NBC and chemical staff NCOs receive, evaluate, and distribute NBC contamination and strike reports throughout the command. They coordinate chemical agent detection, biological agent sampling, and radiological surveys with supporting chemical/NBC units. They recommend appropriate MOPP and disseminate predictions of fallout to COSCOM units.

OPERATION SUPPORT

ACofS, G3 section staff officers coordinate internal operations and training. Table 9-8 lists their responsibilities in planning and supporting operations prior to deployment and during deployment and staging.

Table 9-8. ACofS, G3 section personnel deployment planning.**PREDEPLOYMENT**

- Coordinate with corps G3 staff on the current tactical situation in the AO.
- Determine special mission requirements in corps OPLANs/OPORDs.
- Request information on the status of prepositioned and preplanned supplies to support contingencies.
- Review implementing plans prepared by subordinate commands.
- Develop detailed sequence of actions to accomplish deployment.
- Review current files of COSCOM unit readiness reports.
- Update logistics support force packages and tailor troop lists.
- Coordinate staff update of the COSCOM OPORD and corps administrative/logistics plans and orders.
- Issue initial OPLAN/OPORD to major subordinate commands.
- Evaluate the readiness of the COSCOM HHC.
- Provide operations updates on the situation in the AO to commanders, staff, and key personnel.
- Coordinate with local community and civilian agencies for support during deployment.
- Monitor the readiness of COSCOM units.
- Designate marshalling areas.
- Ensure that attachments external to COSCOM units are provided instructions on reporting to the deploying unit.

DEPLOYMENT

- Keep the COSCOM commander and staff informed on the developing operational situation in the operations area.
- Disseminate instructions to subordinate units on security matters.
- Obtain classified maps of the AO.
- Evaluate the readiness of subordinate units for movement.

Table 9-8. ACoFS, G3 section personnel deployment planning. (cont)

- **Assist COSCOM subordinate units in their preparations for deployment.**
- **Finalize rear operations plans for the COSCOM HHC to conform with the current situation in the operations area.**
- **Develop a vulnerability analysis to threat NBC weapons.**
- **Recommend the appropriate MOPP and chemical defense posture.**
- **Coordinate displacement of subordinate commands and location of facilities with the COSCOM support operations officer.**

STAGING

- **Establish working relations with counterpart G3 staff in the corps headquarters.**
- **Develop plans for subsequent phases of operations.**
- **Recommend decontamination and EOD priorities.**

INTERNAL LOGISTICS SUPPORT

Incidents which impact on the mission capability of subordinate units are reported to the ACofS, G4 section. The ACofS, G4 section consists of a logistics support branch, food service branch, and construction support branch, all of which support and assist subordinate S4s cope with internal support requirements.

Subordinate CSG S4s submit internal LOGSTAT reports and logistics spot reports to the ACofS, G4 section. In turn, ACofS, G4 section personnel keep the COSCOM commander and coordinating G-staff informed of the status of internal logistics areas. These include supply, maintenance, transportation, and field services support. Table 9-9 lists predeployment and deployment planning areas of ACofS, G4 logistics support staff officers.

ACofS, G4

The COSCOM ACofS, G4 formulates plans and policies and advises the COSCOM commander and staff on the internal logistics support of all units assigned, attached, or OPCON to the COSCOM. He approves the COSCOM administrative/logistics plans and annexes on logistics support of COSCOM units.

The ACofS, G4 also performs the functions of the logistics readiness officer. LRO functions include -

- Reviewing, analyzing, and reporting on the logistics readiness of COSCOM units.
- Tracking command controlled lines with the assistance of commodity managers in the CMMC.
- Recommending policies, procedures, and corrective actions to assist in maintaining a high state of readiness within the COSCOM.
- Managing the supply and maintenance assistance and readiness program,
- Ensuring command emphasis on preventive maintenance in COSCOM units.
- Reviewing and analyzing logistics readiness reports on equipment status and equipment readiness percentage and ratings in COSCOM units.
- Monitoring the introduction of new equipment into COSCOM units.
- Requesting inspections of materiel in the hands of COSCOM troops to determine the condition of materiel.

The ACofS, G4 is also responsible for real estate acquisition from local sources. He allocates real estate, including billets and shelter. He also manages and develops construction programs, to include coordinating construction of facilities with engineers.

LOGISTICS SUPPORT BRANCH

The logistics support branch provides staff supervision and overall coordination for internal logistics support of COSCOM units, to include internal supply, maintenance, transportation, and field services. Branch personnel coordinate with forward CSG S4 personnel in ensuring support to COSCOM units/teams in the division AO.

Internal Supply Support

The supply and services officer, chief supply sergeant, and materiel management supervisor -

- Establish supply policy for COSCOM units.
- Recommend the prescribed load of supplies maintained by subordinate COSCOM units.
- Monitor the basic ammunition loads of subordinate COSCOM units.
- Monitor the temporary loan of equipment within the COSCOM.
- Supervise the COSCOM's supply discipline program
- Provide technical advice on property accountability within the COSCOM.
- Recommend action to be taken on reports of survey by the approving authority.
- Process inventory adjustment reports and prepare monthly reports summarizing property accountability adjustments.
- Monitor the expenditure of funds to support materiel programs.
- Coordinate the evacuation of excess and salvage materiel
- Coordinate the disposition of captured enemy supplies and equipment with ACofS, G2 intelligence staff.
- Coordinate regeneration of subordinate units with the COSCOM's support operations section's staff.
- Coordinate the distribution of maps.

Table 9-9. ACofS, G4 section personnel deployment planning.

PREDEPLOYMENT

- **Assess the COSCOM's logistics readiness posture.**
- **Coordinate with the CMMC on performing a lateral search to replace minimum mission essential equipment.**
- **Provide technical assistance to units relative to readiness of organizational equipment and PLLs.**
- **Take action to replace critical deadlined on-hand end items.**
- **Cross-level or reallocate assets between major subordinate commands to fill equipment shortages.**
- **Review plans to turn-in station, camp, and post property.**
- **Determine environmental considerations for Class II items and Class III products.**
- **Identify unique clothing and equipment requirements for the objective area.**
- **Coordinate with the installation clothing sales store and CIF.**
- **Assist COSCOM units in the preparation of Class I, III packaged, IV, and IX basic loads.**

DEPLOYMENT

- **Assist S4s of major subordinate commands on internal supply, maintenance, and transportation areas.**
- **Coordinate the requisition of additional packing and crating materials.**

Internal Maintenance Support

The maintenance officer assigned to the logistics support branch reviews, revises, and writes policy and procedures for internal maintenance and material readiness. He prepares the internal logistics maintenance annex to the COSCOM FSOP. He analyzes the maintenance status and trends in COSCOM units and makes recommendations to improve overall readiness posture. He also ensures that required maintenance personnel and tools are available to support the fielding of new equipment.

Logistics support branch maintenance personnel –

- Conduct staff assistance visits to identify and assist in correcting maintenance problems in COSCOM units.
- Monitor the equipment readiness status of subordinate units.
- Conduct periodic maintenance evaluation inspections of maintenance in COSCOM units.
- Report on maintenance and repair parts problems which affect the readiness of COSCOM units.
- Monitor COSCOM unit PLLs and approve or disapprove non-demand supported additions or deletions.
- Monitor the COSCOM's calibration program.
- Monitor the COSCOM's Army Oil Analysis Program.
- Recommend cross leveling of repair parts and equipment to correct readiness problems.
- Coordinate maintenance regeneration requirements of COSCOM units with COSCOM's maintenance support branch staff.

Internal Transportation Support

The transportation officer and transportation operations NCO assigned to the logistics support branch –

- Prepare movement orders for administrative troop movements of the COSCOM HHC.
- Coordinate requests for transportation assets beyond that of the organic capability of subordinate COSCOM units with the CMCC.
- Coordinate regeneration transportation requirements of COSCOM units with transportation support branch staff.

Internal Field Services Support

In the area of internal field services support, the supply and services officer prescribes policies and procedures for COSCOM units to obtain field services support. He coordinates the internal field services support of COSCOM units, to include requirements for CEB, decontamination, laundry, and mortuary affairs support. He also coordinates COSCOM unit field services reconstitution requirements with COSCOM troop support branch staff.

FOOD SERVICE SUPPORT BRANCH

The food service officer and food service technician exercise technical staff supervision over COSCOM food service programs and subsistence operations. They develop plans, policies, and procedures involving the receipt, storage, and distribution of subsistence. Together with the food service supervisor and subsistence supply supervisor, they conduct assistance/inspection visits of subordinate food service areas and subsistence storage and distribution points. Their primary concerns include adherence to established procedures, methods of preparation, and conservation.

CONSTRUCTION SUPPORT BRANCH

Branch personnel plan, manage, and coordinate freed facilities, construction, utilities, and real estate for the COSCOM. The construction support branch chief serves as the COSCOM engineer. He is the liaison officer in coordinating for support from corps engineers and the engineer brigade for the COSCOM HHC and COSCOM units.

CIVIL MILITARY OPERATIONS SUPPORT

CMO activities involve relationships between military forces and civilian authorities and populace in the AO. They determine or lessen the impact of military operations on the political, economic, and sociological functions of the area.

ACofS, G5

The ACofS, G5 retains primary coordinating staff supervision responsibility for all civil affairs and for civil military relationships in the COSCOM's AO. He exercises staff supervision or operational control over CA

units and teams attached to the COSCOM. He coordinates with corps G5 staff in the corps rear CPsS CSS cell on the CMO impact on COSCOM operations.

The ACofS, G5 represents the COSCOM commander in the local community. He serves as the principal staff assistant to the COSCOM commander in matters pertaining to the civil population, its government, economy, and civil institutions in the COSCOM AO. He advises and assists the commander and staff in identifying requirements and coordinating support from the HN, civilian community, and foreign military.

The ACofS, G5 recommends command policy concerning obligations between civil and military authorities. He establishes and maintains close and continuing relations with other US government agencies that have CA responsibilities in the AO. He advises the COSCOM commander and staff on the political, economic, and social effects of CMO on internal COSCOM support operations, to include PSYOP.

The ACofS, G5 coordinates and supervises community relations activities in the COSCOM's area of responsibility. He informs the ACofS, G2 of intelligence information obtained from the populace. He assists the ACofS, G1 with the employment of local indigenous labor for military use.

The ACofS, G5 exercises staff supervision over CA units or elements assigned, attached, or placed OPCON to the COSCOM's headquarters, special troops battalion. He prepares plans and recommends policies and procedures for CA activities. He coordinates and directs all CA activities in the COSCOM trace.

ACofS, G5 SECTION

ACofS, G5 section personnel maintain and prepare the CMO and CA portions of COSCOM OPLANs/OPORDs, administrative/logistics plans, SOPs, and policies and directives. They determine requirements for CA units and personnel to accomplish CA activities. They coordinate civil military matters with CA units and assist in developing CA essential elements of information. They also monitor the CA activities of other units of the command.

Section personnel coordinate with CA teams in identifying in-country resources available to support COSCOM internal operations and reduce the logistics burden of the command. Resources may include public works and utilities, labor, material, and services. They conduct site surveys to locate HN resources. They plan and coordinate the use of local resources to reduce the

dependency of COSCOM units on CONUS-based resupply. The extent and depth of local resources depends on US policy, international law, or HN agreements.

Section personnel coordinate internal support requirements and knowledge of available supplies, services, and resources within the local economy with procurement and contracting personnel in subordinate CSGs and the CMMC procurement branch. They facilitate meetings between the external support branch personnel who contract for supplies and services and those individuals within the HN, civilian community, civilian government, or foreign military who provide supplies and services to augment those provided by COSCOM units.

Standard policy is to use local resources and existing governmental or civilian organizations for humanitarian support, to include support of refugees and geriatrics. These resources lessen the burden on LOCs and possibly serve as potential Class X support to nonmilitary programs.

ACofS, G5 section personnel advise COSCOM staff and personnel of subordinate units on civil military cooperation. They provide advice concerning the population of the AO, to include local customs, institutions, economy, and government. They also conduct surveys and studies on obligations between civil and military authorities, to include treaties, agreements, conventions, international law, and US policy.

Section personnel also identify potential civil-military problems that may directly affect COSCOM operations. They prepare estimates of the probable political, economic, and social impact of military operations and recommend courses of action to exploit CA interfaces and their working relationships with the local population. They supervise the collection of contraband, arms, and ammunition in the AO. As required, they coordinate with ACofS, G3 operations branch personnel on the use of PSYOP to persuade indigenous populations to cooperate with COSCOM staff.

CA UNITS/ELEMENTS SUPPORT

CA units or elements perform a command support mission for the COSCOM. The corps may allocate CA teams to COSCOM units in either general or direct support roles. CA units attached to the COSCOM's headquarters, special troops battalion and not further attached to subordinate commands are OPCON to the ACofS, G5. CA units attached to the headquarters,

special troops battalion provide augmentation assistance, as required, to the ACofS, G5 section to aid in planning CA operations. FMs 41-5 and 41-10 describe the mission and functions of CA units or teams.

The scope of CA units or CA teams assigned or attached varies depending upon the AO and level of combat activity. CA support to the COSCOM might include —

- Conducting area studies and reviewing HNS agreements.
- Identifying available local resources, facilities, and support.
- Developing CA annexes to COSCOM OPLANs.
- Providing input to the troop information programs on culturally appropriate behavior.
- Coordinating US requirements for and assisting in the acquisition of local resources, facilities, and support.
- Facilitating initial coordination meetings between the contracting agent and foreign agency which agreed to provide a specific type of HNS.
- Minimizing local population interference with COSCOM operations.
- Conducting analyses to anticipate population movements.

INFORMATION MANAGEMENT SUPPORT

The ACofS, G6 section provides information management systems planning, policy, and guidance for all assigned or attached units in the COSCOM AO. Information management areas include communications, automatic data processing, records management, printing and publications, and audio visual. The ACofS, G6 section prepares the management information system portion of COSCOM OPLANs as well as the computer operations outage plan. Section personnel provide integrated management of information services and support. They ensure that information is distributed throughout the COSCOM.

The ACofS, G6 section consists of a CSS automation management office, communications branch, and administration services branch. The mission/functions of each branch and the responsibilities of the ACofS, G6 are described below.

- Monitoring and making recommendations to the COSCOM commander on how to minimize adverse effects on COSCOM mission accomplishment.
- Coordinating with local agencies for assistance in controlling civilian population movement.
- Assisting the COSCOM commander in meeting legal and moral obligations to the local civil population.
- Identifying local civilian sources for information concerning enemy order of battle and enemy activities in the allied rear area.

OPERATION SUPPORT

Table 9-10 lists the functions or tasks which ACofS, G5 section personnel perform during the predeployment planning, deployment alert, and staging of an operation. They focus on preventing civilian interference and obtaining essential civilian support for COSCOM operations. COSCOM assets are not normally employed in CA operations. They might, however, be used as a last resort when no civilian assets exist and assets are not required for immediate military operations. ACofS, G5 staff officers establish procedures for the control and care of refugees, evacuees, and displaced persons.

ACofS, G6

The ACofS, G6 advises the COSCOM commander, staff, and subordinate commanders on matters pertaining to automation system support within the COSCOM, command communications, and administration services. He coordinates and controls information management assets assigned to support COSCOM units. AR 25-1 outlines information management responsibilities.

Automation System Support

The ACofS, G6 plans, directs, and coordinates the automation support activities of the COSCOM. He formulates automation asset management directives. He monitors the application of DA standard automation software systems within the COSCOM. He also coordinates operational support for the automation assets of the COSCOM.

Table 9-10. ACofS, G5 section personnel deployment planning.

PREDEPLOYMENT

- Supervise the preparation of area studies on the AO.
- Obtain data on the current situation in the area relative to current relations with the HN.
- Determine the availability and location of manpower, material, and services in the AO.
- Update the CMO portion of plans and orders.
- Identify personnel qualified in designated foreign languages to assist in the conduct of CA activities.
- Determine the requirements for CA units and personnel to accomplish CA activities.
- Request CA team augmentation support from COSCOM CA Capstone units.
- Prepare plans and recommend policies and procedures for CA activities.
- Develop agreements on limits of authority and constraints for the combat area, the corps rear area, and the remainder of the HN area in concert with the corps G5 and corps headquarters political advisors.

DEPLOYMENT

- Conduct in-country briefing to deploying unit personnel.
- Coordinate with civilian authorities and commercial agencies for space accommodations to facilitate troop movements when nonmilitary facilities are required to temporarily billet troops en route to the AO.
- Coordinate with PA branch personnel to improve community relations.
- Coordinate OPSEC countermeasures and MI aspects of CA activities with ACofS, G3 and ACofS, G2 staff.

Table 9-10. ACofS, G5 section personnel deployment planning. (cont)

STAGING

- Assist COSCOM staff and subordinate group staff when the performance of their mission/functions requires interaction with HN personnel.
- Establish communications with CMO counterparts on the corps G5 staff.
- Establish liaison with HN officials who will be involved in actions with COSCOM staff.
- Establish relations with US government agencies that have CA responsibilities in the AO.
- Advise COSCOM staff and subordinate commanders on the procurement of real estate and the occupation and use of HN facilities.
- Coordinate civil support to prevent civilian interference with military operations.
- Supervise the collection of contraband, arms, and ammunition in the AO.
- Provide technical advise and assistance in the reorientation of dislocated civilians (displaced persons, refugees, and evacuees), enemy defectors, and EPWs.
- Observe and analyze trends in public opinion.
- Establish community relations programs to gain and maintain public understanding, good will, and support.
- Provide public affairs branch personnel with information for dissemination to subordinate elements concerning the conduct of their activities in the HN.
- Advise, assist, and make recommendations in coordination with the SJA to ensure that the COSCOM commander's legal obligations to the local population are fulfilled.
- Coordinate support for displaced civilians and refugees.

This includes repair parts and service requirements.

The ACofS, G6 is responsible for management and operational control of the CTASC-11 in the CMMC, CMCC, and medical brigade. He develops COSCOM COOP plans to cover the possible destruction of and sharing of a CTASC-11 previously dedicated to running only SARSS 2A/2B, SAAS, DAMMS-R, or TAMMIS program system applications. The ACofS, G6 coordinates plans which prioritize the systems requiring immediate COOP in emergency situations with the COSCOM support operations officer and ACofS, G3.

As the COSCOM's information systems security officer, he evaluates ADPE and data security measures relative to transfer of classified material and access control to restricted areas. He supervises magnetic storage media management. He also formulates protective measures to minimize the effects of electromagnetic pulse and transient radiation effect in electronic systems.

Communications Support

The ACofS, G6 serves as the principal advisor to the COSCOM commander and his staff on all signal matters. This includes the installation, operation, and maintenance of signal systems and signal equipment. He develops and maintains signal estimates and communications support plans, to include signal personnel and equipment requirements. He manages and controls the COSCOM's COMSEC account. He also staffs recommendations for MTOEs pertaining to signal equipment and personnel within COSCOM units.

The ACofS, G6 formulates plans for and supervises the establishment of data communications links. This includes links with remote data bases, fixed sites, mobile computers, and the Army's tactical and strategic communication systems.

The ACofS, G6 is responsible for the installation and operation of a local area network for the command. He conducts staff liaison with the signal brigade's corps signal office (assistant brigade signal officer) regarding COSCOM communication support requirements. As the COSCOM telephone control officer, he validates telephone service requests for COSCOM units and COSCOM HHC staff sections. He advises the COSCOM commander on signal support in subordinate units and their communications impact on the COSCOM information management program.

Administration Support

The ACofS, G6 is responsible for centralized administrative services in support of the COSCOM headquarters. These include message center distribution services, photocopying services, centralized reference publications, and decentralized functional files management. He coordinates with CMMC procurement branch personnel on blanket purchase agreements for local purchases of information management supplies and equipment.

CSS AUTOMATION MANAGEMENT OFFICE

The COSCOM CSSAMO provides an automation assistance management structure for CSS STAMIS software run on microcomputers throughout the corps. It provides management and technical control over STAMIS automation assistance by ensuring that all STAMIS interface and that all CSS STAMIS function in unity. While SIDPERS software is supported by the servicing personnel services company, the CSSAMO coordinates the support.

All STAMIS change requests for STAMIS run on CTASC-II are routed through the COSCOM CSSAMO. This includes change requests for SIDPERS run on CTASC-II at the corps personnel group.

CSSAMO Mission

The COSCOM CSSAMO serves as the battlefield functional area automation manager for CSS STAMIS. As such, CSSAMO personnel maintain data on CSS hardware and software use and perform the following mission tasks —

- Coordinate the installation and synchronization of STAMIS.
- Coordinate the installation and synchronization of system change packages.
- Assist units with CSS automation COOP planning and execution.
- Coordinate the submission of engineering change proposal software to the information system command and theater army.
- Interact with division and EAC activities responsible for CSS system support.
- Provide user level STAMIS support for the headquarters.
- Coordinate signal support actions with appropriate signal office.

CSSAMO Relationships

As shown by Figure 9-2, the COSCOM CSSAMO coordinates the actions of the CSSAMO in each subordinate CSG as well as the CSSAMO in the DISCOMS, separate combat brigades, and ACRs. While the figure reflects a notional four division corps configuration, the CSS software support structure can be tailored to support a corps with a contingency mission.

The COSCOM/CSG CSSAMO is the focal point for all user STAMIS system support in the corps. It coordinates the actions of CSG CSSAMOs and the CSSAMOs in the DISCOMS. It ensures that units apply all system change packages in the proper order. It reviews system problem reports submitted through other CSSAMOs and routes the problem report to an information system command team or TA CSSAMO.

CSSAMO System Support Officer

As chief of the CSSAMO, the system support officer has staff responsibility for the automated management information systems of the COSCOM. He coordinates the administrative and logistics activities necessary to support changes in automation support requirements and priorities. To do this, he –

- Maintains a database of ADP assets within the COSCOM.
- Advises on continuity of operations, computer sites, hardware acquisition, and automation security.
- Performs system analysis and coordinates replacement systems when automation systems become curtailed or inoperative.
- Advises the COSCOM commander and staff on management information system matters identified in the 18 series ARs and other publications that pertain to CSS STAMIS.
- Provides technical advise on the interface between automation and C-E systems.
- Provides advise on the capabilities and limitations of automation support equipment under varying environments.
- Evaluates software and hardware compatibility.
- Formulates protective measures that minimize the effects of electromagnetic pulse and transient radiation effect in electronic systems.

- Develops the automation support portion of OPLANs/OPORDs.
- Provides staff level supervision of local command unique systems.

CSSAMO Personnel

As applicable, CSSAMO personnel (materiel accounting, maintenance management, ammunition, transportation, medical, and unit supply specialists) analyze and test computer programs. They also provide advice on new or modified system adaptability.

TDA Augmentation

The CSSAMO is not staffed or equipped to support command unique systems or systems unique to TDA organizations. However, a TDA augmentation composed of a mix of civilian and military personnel may be assigned to the COSCOM CSSAMO to support forces in excess of that supported by assigned CSGs. Augmentation personnel can fill vacant spaces in the CSSAMO of CSGs transitioning to war. They help integrate forces arriving in theater into the CSS automation structure.

COMMUNICATIONS BRANCH

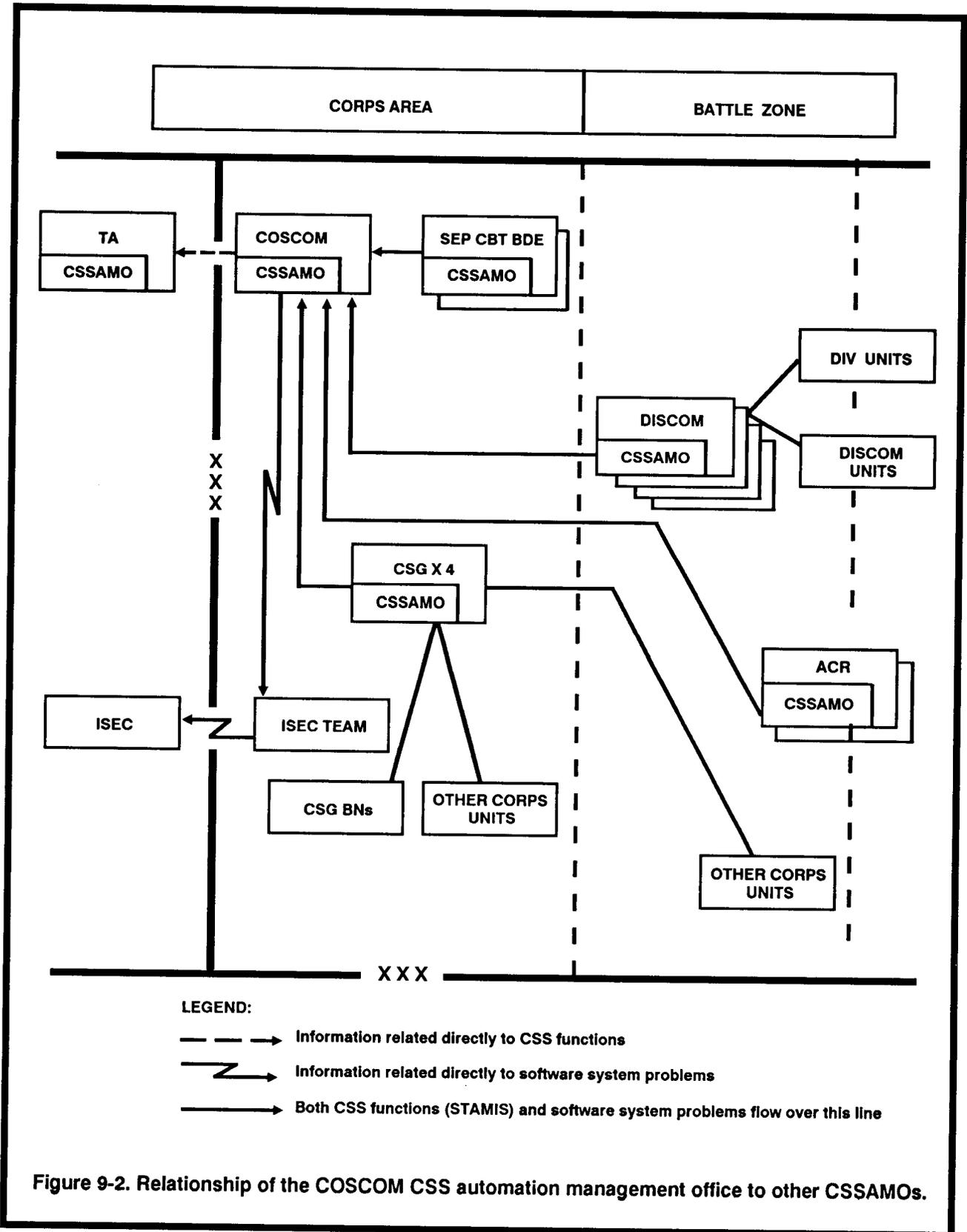
Communications branch personnel provide planning and policy guidance on the communications systems hardware and its capability to support automation STAMIS programs in the COSCOM AO. They coordinate and monitor signal support in the COSCOM HHC. They also coordinate the signal activities of supporting units.

C-E officers advise the ACofS, G6 on all C-E matters. They determine the methods to provide C-E support to satisfy COSCOM requirements and coordinate the signal activities of subordinate units. They also coordinate the preparation and distribution of automated SOI throughout the COSCOM.

The telecommunication technician (COMSEC) monitors the stockage and distribution of controlled C-E equipment and associated ASL. The communications operations chief reviews the C-E systems in subordinate units to determine their impact on the COSCOM information management program. He supervises the installation and maintenance of the telephone communications systems within the COSCOM.

ADMINISTRATION SERVICES BRANCH

This branch provides internal administrative services support for the COSCOM HHC, This includes a distribution center, central classified document



control repository, centralized administration reference library, and limited reproduction facilities. Administration services officers and administration supervisors assigned to the administration services branch perform the administrative functions noted in FM 101-5 to include –

- Correspondence and distribution management.
- Printing and reproduction services.
- Classified document control.
- Publication and library management.
- Reports control.
- Records, blank forms, mail, and file management.

Administration supervisors operate a staff message distribution center for the receipt and dispatch of all correspondence, official mail, and electronic messages addressed to COSCOM staff elements. They maintain a message distribution formula for distribu-

tion of inbound message traffic addressed to the COSCOM. They review correspondence for quality control and authenticate routine command correspondence. They also establish a courier service to and from the corps distribution center.

Administration specialists maintain administrative files, regulations, related publications, and publication accounts. They request and issue blank forms. They maintain consolidated functional files for all correspondence. The offset press operators maintain and operate the copier machines for the headquarters.

Postal supervisors and postal clerks coordinate postal service support with the supporting postal company. They also provide courier service to and from the corps and COSCOM HHC staff sections.

OPERATION SUPPORT

Table 9-11 lists the functions or tasks which ACofS, G6 section personnel perform during predeployment planning, deployment alert, and staging.

HEADQUARTERS, SPECIAL TROOPS BATTALION

The headquarters, special troops battalion provides the command and control staff element for all special troops assigned or attached to the COSCOM HHC. Special troops personnel provide organizational level administrative support to any special units or teams that the corps assigns or attaches to the COSCOM HHC. In addition to CA units and chemical units, the corps could attach signal, MI, JAG, and other units or teams to the headquarters, special troops battalion.

COMMANDER

The commander of the headquarters, special troops battalion exercises operational command and control of special troops assigned or attached to the COSCOM. He does not have sufficient staff to run the BCOC for the base cluster consisting of the COSCOM HHC, CMMC, CMCC, and the rear corps CP. However, his staff plans and coordinates local security for the COSCOM CP. They arrange guard, fatigue, and other required details to provide protected areas for CP personnel and their supporting automation and communications equipment.

BATTALION S-STAFF

The headquarters, special troops battalion possesses a staff similar to, but much smaller than, other

battalion headquarters. It has an S1, S2/3, and S4 assigned to perform the normal battalion S-staff coordinating functions for special troop elements assigned or attached to the COSCOM HHC. The S-staff also performs battalion level staff support for the CMMC and CMCC assigned to the COSCOM HHC.

- The S1 officer and personnel staff perform administrative, legal, morale support and personnel staff functions in support of COSCOM HHC, CMMC, and CMCC personnel and special troops. They process personnel actions and submit them to the servicing personnel service company. They prepare the personnel estimate, maintain strength data, prepare SIDPERS input, and determine replacement requirements.
- The S2/3 officer and associated personnel coordinate intelligence, OPSEC, tactical movement, NBC defense, and training of special troops.
- The S4 officer and associated logistics personnel coordinate internal logistics support for COSCOM HHC, CMMC, CMCC and special troops personnel. This includes arranging billeting, laundry and bath support, organizational

Table 9-11. ACoS, G6 section personnel deployment planning.

PREDEPLOYMENT

- Analyze the implications of moving the COSCOM headquarters and subordinate elements from CONUS installations to the AO.
- Develop and maintain a continuous operation plan for anticipated operations.
- Identify unique communications requirements.
- Ensure all authorized communications equipment is on hand in major subordinate commands.
- Review sources of power and communications support to link automation support operations.
- Estimate the volume of automation traffic data per day and its effect on communications support.
- Plan the phased implementation schedule of automation support between COSCOM units.
- Develop plans for backup manual systems.
- Revise C-E policies, plans, and requirements for the COSCOM, to include signal and COMSEC measures.
- Advise COSCOM units on COMSEC matters.

DEPLOYMENT

- Prepare to implement extraction from installation support.
- Coordinate with functional staff elements regarding data input and output to ensure consistency with the operation plan.
- Coordinate with the C-E officer on AUTODIN access availability to ensure transmission capability for automated systems.
- Distribute COMSEC equipment, SOIs, and keying materials.
- Ensure compliance with COMSEC procedures and requirements for automation system security.
- Provide technical advice to COSCOM staff and subordinate units on COMSEC procedures.

STAGING

- Establish a central COSCOM message center.
- Coordinate the installation of secure FM radio and communications equipment between marshalling areas and headquarters elements.
- Coordinate data transmission security with the C-E officer.
- Review the impact on subordinate units' mission performance due to significant loss of automation capability.

supply support, organizational maintenance support, and field feeding support. The S4 develops and monitors maintenance programs for subordinate units. The S4 or warrant also serves as the property book officer for the COSCOM HHC, CMMC, and CMCC.

HEADQUARTERS COMPANY

The headquarters company provides the command and control staff to supervise enlisted personnel assigned to the COSCOM HHC. Headquarters company personnel provide administrative and logistics support to COSCOM HHC personnel and to the units or teams attached to the headquarters, special troops battalion. They assist in planning for deployment and redeployment of the headquarters. They are also responsible for supervising physical security of HHC areas.

COMMANDANT

As the headquarters commandant, the commander of the headquarters company is responsible for –

- Selection of future headquarters sites.
- Arrangement and movement of the headquarters.
- Coordination for life support at multiple headquarters sites.
- Headquarters administration.
- Supervision of maintenance of organic equipment.
- Organizational supply.
- Field feeding support.

The headquarters commandant maintains continuous coordination with the corps headquarters commandant regarding location of the corps rear CP.

ADMINISTRATION SUPPORT

Administration personnel assignment to the headquarters company is based on AR 570-2 allocation rules. Headquarters company administrative personnel provide internal administrative support services for the COSCOM HHC and special troops. Headquarters company administrative support functions include –

- Processing SIDPERS input and control data.
- Maintaining personnel transaction registers.
- Processing mail.

OPERATION SUPPORT

Table 9-12 lists the functions or tasks which personnel assigned to the headquarters, special troops battalion perform prior to deployment, upon deployment, and after arrival in the AO.

- Preparing official orders.
- Preparing personnel action documentation.
- Installing internal field telephones and switchboards not connected to the MSE area communications system.
- Operating the internal organic headquarters switchboard.
- Maintaining internal field wire communications.
- Providing data and assistance to G2/3 section personnel in preparing plans.
- Assisting COSCOM staff sections in the installation of MSE telephones and their four wire connection to the MSE area system.

INTERNAL SUPPLY SUPPORT

Supply personnel assigned to the headquarters company's supply section process supply room issues, receive small arms, control weapons and ammunition, prepare weapons/ammunition reports, and process laundry for COSCOM HHC personnel. They also maintain a property book and supporting transaction files.

FIELD FEEDING SUPPORT

The food services section is authorized two MKTs and sufficient cooks and food preparation equipment to provide adequate field feeding support for the COSCOM HHC. In addition, the food services section may provide meals and rations for other teams, such as CA teams and international law teams, which locate near the COSCOM HHC.

Under the area feeding concept prescribed by FM 10-23, nondivision separate units with a strength of less than 30 soldiers are not resourced with food service personnel and coordinate with the nearby feeding units for support. Nondivision separate units with required strength from 30 to 99 soldiers are authorized one cook to assist with ration preparation in the feeding unit. Supported units provide KP support to offset the increase in sanitation work load associated with A or B Rations.

Table 9-12. Headquarters, special troops battalion personnel deployment planning.

PREDEPLOYMENT

- Provide ACofS, G3 staff with data pertaining to the special troop elements assigned or attached to the COSCOM for inclusion in the security portion of OPLANs/OPORDs.
- Provide data on special troops elements to ACofS, G1 staff to be included in personnel administrative support plans.
- Provide data to ACofS, G4 and headquarters company staff on the logistics support requirements of attached special troops or units attached in support of disaster relief missions.
- Update vehicle load plans.
- Establish a family support program.
- Establish a rear detachment program to assist family members cope with situations arising from deployment.

DEPLOYMENT

- Ensure that special troops elements are prepared for overseas movement.
- Ensure that logistics sustainment resources are available to support special troops elements.
- Coordinate with COSCOM staff sections in preparation for the incremental deployment of special troops elements.
- Supervise the evacuation of buildings and facilities.

STAGING

- Arrange for the reception of COSCOM headquarters staff and special troops in the area.
- Establish the physical organization of the COSCOM headquarters in facilities.

Since CMCC strength is less than 99, it is authorized one cook to assist the feeding unit. CMCC personnel receive subsistence support from either the CMMC, also authorized two MKTs and sufficient cooks, or the COSCOM HHC.

INTERNAL MAINTENANCE SUPPORT

Maintenance personnel assigned to the maintenance section of the headquarters company provide unit-level maintenance support of organic equipment authorized the COSCOM HHC and the CMMC. Maintenance support functions include -

- Installation and maintenance of lighting systems.
- Installation of above ground electrical distribution systems.
- Testing electrical circuits and components.
- Malfunction and repair defect isolation.
- Inspections and repairs of electrical distribution systems and equipment.

The motor pool element provides ground transportation for general officers assigned to the COSCOM headquarters.

SECURITY SUPPORT

Headquarters company personnel perform internal security support functions, to include coordination of perimeter defense and base defense support. As appropriate, they also -

- Execute the camouflage plan.
- Collect and disseminate NBC information.
- Maintain chemical supply records.
- Conduct unit reconnaissance for NBC contamination.
- Decontaminate unit equipment, supplies, personnel, and terrain.

OPERATION SUPPORT

Table 9-13 lists task which headquarters company personnel perform during predeployment and deployment phases and upon arrival in the AO.

Table 9-13. Headquarters company personnel deployment planning.	
PREDEPLOYMENT	
<ul style="list-style-type: none"> ● Maintain COSCOM HHC current alert notification roster. ● Maintain personnel readiness folders for COSCOM HHC personnel. ● Ensure that COSCOM HHC personnel are qualified for overseas movement ● Ensure that COSCOM HHC personnel have received required immunizations. ● Update personnel data cards for COSCOM HHC personnel. ● Maintain a list of critical personnel shortages by grade and MOS. ● Maintain a list of nondeployable personnel. ● Ensure the readiness of organizational equipment. ● Arrange assistance for dependents of departing COSCOM HHC personnel. ● Conduct troop orientations. ● Maintain sufficient office supplies and blank forms to sustain operations for a specified number of days following deployment. ● Color code files and publications so they are easily pulled to accompany the headquarters upon deployment. ● Arrange for the disposition of headquarters documents and materiel not required for deployment. 	

Table 9-13. Headquarters company personnel deployment planning. (cont)

DEPLOYMENT

- Secure the area during deployment.
- Obtain basic loads of MREs, in-transit MREs.
- Obtain ammunition basic load.
- Supervise the deployment of company materiel and staff section personnel as they deploy by increments.
- Implement a personnel vehicle disposition plan.
- Turn-in or account for all nondeployable equipment.
- Prepare company buildings and facilities for evacuation.

STAGING

- Prepare the assigned company site.
- Prepare COSCOM HHC buildings and facilities.
- Arrange for the reception and process arriving COSCOM HHC personnel.