

APPENDIX D

KEY LEADER RESPONSIBILITIES

This appendix outlines key duties and responsibilities of several of the following principal leaders in the corps engineer brigade organization:

Ž Commander.

Ž DBC.

Ž ACE.

Ž XO.

Ž CSM.

Ž S1.

- S2.

Ž S3.

- S4.

- S5.

- Engineer LO.

The duties described are a foundation of mission-essential tasks required of engineer key leaders. The commander may modify the duties and responsibilities based on METT-T and on the structure of the corps and corps engineer organization.

Engineer leaders have functional-area responsibilities for both the corps and the corps engineer organization. Engineer functional-area responsibilities are listed below as corps staff and unit responsibilities. Overall staff responsibilities are listed by staff area in FM 101-5.

COMMANDER

CORPS STAFF RESPONSIBILITIES

The commander—

Ž Serves as the corps engineer, the corps commander's principal advisor on engineer operations.

- Controls and staff supervises all engineer forces operating in the corps area.

Ž Formulates concepts for engineer support to meet the corps commander's intent.

Ž Makes recommendations to the corps commander concerning engineer priorities and acceptable risks.

Ž Provides functional control of all engineer forces working in the corps area through input into corps orders.

- Makes recommendations to the corps commander concerning the task organization of engineer forces to support the corps commander's intent.

- Serves as the principal advisor for integrating specified and implied engineer tasks into the corps plan.

UNIT RESPONSIBILITIES

The corps engineer brigade commander—

- Ž Commands all engineer forces that are organic to the corps and not task-organized in a command relationship below corps level.
- Commands all units—engineer or otherwise—assigned, attached, or OPCON to the corps engineer organization.
- Assigns specific missions to subordinate units through engineer organization OPORDs.

Ž Analyzes unit performance, anticipates changes, and issues the necessary FRAGOs to subordinate units.

- While exercising his engineer command and corps staff responsibilities, must have the necessary equipment to travel and communicate with both his subordinate units and the corps commander and staff.

DBC

CORPS STAFF RESPONSIBILITIES

The DBC—

- Maintains preparedness to perform the functions of the corps engineer.
- Ž Focuses on priorities set by the corps engineer.

UNIT RESPONSIBILITIES

The DBC—

- Ž Controls the brigade CP.
- Serves as second in command (2IC) of the corps engineer organization.
- Ž Requires the same type vehicle and communications capabilities as the commander.

ACE

The ACE is the corps engineer's primary POC on functional matters with corps plans and current operations cells at the corps main CI? He performs his functional responsibilities on behalf of the corps engineer. The ACE—

- Ž Serves as the OIC of the corps main CP engineer section.
- Ž Tracks all mobility, survivability, and general engineering aspects of simultaneous deep, close, and rear operations through close coordination with the corps assault TAC, and rear CP engineers and the corps engineer brigade CP.

- Assists the corps main CP current-operations element and synchronizes engineer support to the current simultaneous deep, close, and rear fights.
- Coordinates closely with the G2, the G3, the corps main CP plans element, and the corps engineer brigade CP to ensure engineer integration into future operations.
- Develops the scheme of engineer operations for future simultaneous deep, close, and rear operations, looking forward approximately 96 hours.
- Allocates engineer resources for simultaneous deep, close, and rear operations;

recommends the engineer task organization.

Ž Synchronizes and integrates engineers into the corps plan and unit-level corps scheme of engineer operations.

- Synchronizes the unity of effort between adjacent maneuver divisions, separate brigades, and cavalry regiments.

Ž Prepares engineer input into the corps basic order and engineer annex.

- Processes engineer requirements identified by the corps assault, TAC, and rear CPs; resolves conflicts and integrates into future plans.

Ž Coordinates engineer functions with adjacent corps; subordinate divisions, separate brigades, and cavalry regiments; and higher engineer headquarters staff engineers. Also maintains a data base to facilitate the transfer of information.

Ž Receives, posts, and analyzes combat intelligence, focusing on its impact on future plans.

- Interfaces with the theater/JTF engineer on corps engineer plans, the status of corps engineer missions, and the identification of corps engineer requirements.

XO

The unit responsibilities of the XO are to—

Ž Synchronize and direct the engineer brigade staff.

- Supervise the development of corps engineer brigade orders to subordinate units.

Ž Focus the staff on future operations and requirements, looking forward approximately 48 hours.

- Synchronize all unit CSS operations in the engineer organization.
- Maintain responsibility for the duties of the XO, as outlined in FM 101-5.
- Serve as the OIC of the corps engineer brigade TOC.

CSM

CORPS STAFF RESPONSIBILITIES

The CSM—

- Performs functions as tasked by the corps engineer.
- Serves as an engineer LO to higher, adjacent, or subordinate units, when required.

- Serves as an integrator or expeditor in any functional area, as dictated by the corps engineer, when required.

UNIT RESPONSIBILITIES

The CSM—

- Ž Is responsible for the duties outlined in FM 101-5.

- Is the commander's primary representative on matters of soldier morale and welfare.

The range of the CSM's soldier morale and welfare responsibilities, coupled with special in

missions he will be tasked with, require him to operate from the FLOT to the corps support area. The CSM must be equipped with a vehicle and communications system that will allow him to travel and communicate long distances

S1

CORPS STAFF RESPONSIBILITIES

The S1—

- Assists the ACE in the development of engineer plans and orders.
- Serves as the primary interface with the G1, the corps AG, and personnel and finance groups.
- Provides input to the engineer CSS portions of the basic corps plan and engineer annex.

UNIT RESPONSIBILITIES

The S1—

- Maintains responsibility for all duties of the personnel officer, as outlined in FM 101-5.
- Develops the personnel portion of the engineer CSS plan for inclusion in the engineer unit OPORD.
- Coordinates engineer CSS functions at the corps engineer brigade CP.
- Provides detailed engineer CSS input to the corps main CP engineer section for inclusion in division plans.

S2

CORPS STAFF RESPONSIBILITIES

The S2—

- Serves as the corps's expert on threat engineer operations.
- Supports the ACE as he coordinates with the G2 to analyze and determine the impact of intelligence from all sources.
- Supports the ACE as he provides the G2 with threat engineer information for inclusion into corps plans.
- Supports the ACE as he provides engineer-specific input to the corps IPB.

UNIT RESPONSIBILITIES

The S2—

- Maintains responsibility for all duties of the intelligence officer, as outlined in FM 101-5.
- Updates the corps engineer brigade commander continually on the general threat situation, threat engineer capability, intent, and actions.
- Serves as a shift officer at the corps engineer brigade CP.
- Provides the corps engineer brigade S3 with detailed enemy information for inclusion into engineer organization plans and orders.

S3**CORPS STAFF RESPONSIBILITIES**

The S3 assists the ACE and corps TAC and rear CP engineers in their functions, when necessary.

UNIT RESPONSIBILITIES

The S3—

- Maintains responsibility for all functions of the operations officer, as outlined in FM 101-5.
- Ž Serves as the OIC of the corps engineer brigade TOC operations cell.
- Ž Coordinates the execution of the subordinate brigade engineer units conducting close and rear operations.
- Receives, analyzes, and posts combat intelligence that affects engineer operations in the current close fight.

Ž Receives, analyzes, and posts current and corps engineer brigade subordinate units' status.

- Passes engineer requirements and reports from forward corps engineer brigade subordinate units to the corps main CP engineer section.
- Monitors NBC activities of the corps and corps engineer brigade units.
- Exchanges current close operations information with the corps assault or TAC CP engineer section.

In many instances, the corps engineer brigade S3 is required to occupy forward positions during river-crossing, large-scale breaching, and other special operations. The S3 must be equipped with a vehicle and a communications system that are mobile, survivable, and capable of long-range communications with the corps engineer brigade commander, subordinate units, and the ACE.

S4**CORPS STAFF RESPONSIBILITIES**

The S4—

- Ž Assists the corps rear CP engineer in providing engineer staff expertise to the corps rear commander to assist in planning, executing, and synchronizing corps rear operations, when necessary.
- Ž Provides advice and assistance to the G4, the COSCOM, and other maneuver S4s in planning required engineer logistics support.

UNIT RESPONSIBILITIES

The S4—

- Ž Serves as the OIC of the CSS cell in the corps engineer brigade TOC.
- Executes corps engineer brigade subordinate current rear-area engineer operations according to the corps's scheme of engineer operations.
- Provides engineer recommendations and resource requirements for base-cluster defenses.

- Identifies engineer support requirements for force sustainment, terrain management, movement control, and force protection to the corps rear CP engineer.
- Provides detailed engineer CSS input to the corps rear CP engineer for inclusion in corps plans.
- Coordinates unit and mission CSS issues with the G4 and COSCOM for corps engineer brigade subordinate units working in the corps rear area.
- Ž Maintains responsibility for all duties of the logistics officer, as outlined in FM 101-5.
- Integrates engineer CSS activities into the corps CSS system.
- Ž Provides detailed engineer CSS input to the corps rear CP engineer for inclusion in engineer unit orders.
- Synchronizes the execution of all logistics functions for engineer units operating in the corps's AO.

S5

CORPS STAFF RESPONSIBILITIES

The S5—

- Assists the corps rear CP engineer in providing assistance in planning, executing, and synchronizing corps civil-military and host-nation operations.
- Ž Provides advice and assistance to the G4, G5, civil-affairs brigade, and other maneuver S5s in planning required engineer support to civil-military activities.

UNIT RESPONSIBILITIES

The S5—

- Ž Maintains responsibility for all duties of the civil-military operations officer, as outlined in FM 101-5.
- Identifies engineer support requirements for host-nation and civil-affairs support.
- Ž Assesses engineer requirements for EPW and refugee facilities and egress routes.

ENGINEER LO

The engineer LO represents his commander at the headquarters of another unit and coordinates and promotes cooperation between the units. A commander should assign LO duties to someone dedicated full time to that position, not make it an additional duty. An engineer commander who sends a poorly qualified or poorly equipped LO hurts himself and his unit and makes a poor impression on the headquarters to which the LO is assigned. When select-

ing an engineer LO, the commander must ensure that the candidate has the following qualifications:

- Rank and experience appropriate for the headquarters to which he is assigned. The LO should possess tactical engineer skills in areas such as battlefield assessments, breach and obstacle planning, and so forth.

- Ability to communicate effectively both orally and in writing. It is especially critical that the LO possess strong staff briefing skills.

Ž Detailed knowledge of the parent unit's SOP, OPLANs, and OPORDs.

Ž Knowledge of the coalition force's language when working with a multinational unit. If knowledge of a foreign language is required but not available, the parent unit ensures an interpreter is provided.

- Attributes such as a proper uniform and sharp personal appearance enhance effective liaison activities.

PARENT ENGINEER UNIT RESPONSIBILITIES

After an LO is selected, the parent unit headquarters provides appropriate briefings and support.

- The G3/S3 or his duty officer thoroughly briefs the LO about the current situation in the unit and the commander's intent, including details of the concept of operations. This briefing includes unit locations, front-line trace, engineer planning factors, combat readiness factors (such as personnel strength and logistics considerations), and a map with overlays.
- Ž The G3/S3 briefs the LO about the current status and missions of the assigned unit. After this briefing, each staff section informs the LO about their specific liaison and information requirements. For example, the S2 may require detailed terrain information. These briefings ensure that the LO clearly understands his mission and responsibilities.

ENGINEER LIAISON OFFICER RESPONSIBILITIES

To perform successfully, an engineer LO must complete the following tasks:

Ž The LO places all acquired information in a battle book which he can carry easily and use to file information needed or obtained at the duty site. The LO uses the battle book when conducting briefings.

- The LO ensures that arrangements for communications and transportation meet mission requirements. He checks assigned radios, signal operating instructions (SOI), and challenge words and passwords, and he ensures that rations are provided. The LO obtains required specialized equipment, security clearances, and credentials for identification into the higher headquarters' TOC.

- If conducting liaison with coalition units, the LO ensures that language or interpreter requirements are met.

- After arriving at the assigned unit, the LO reports to the commander or his representative (G3/S3 or chief of staff) and is prepared to brief the parent unit's situation. He visits each staff section, provides information requested, and obtains information needed by the parent engineer unit.

- Because the LO provides a vital link to the parent unit he continually advises the TOC duty officer the secretary of the general staff, or the chief of staff of his whereabouts.

- Throughout the tour, the LO keeps informed of the situation at the parent unit and makes that information available to the commander and staff of the

assigned unit. He accomplishes this task without interfering with operations at the assigned unit. He keeps an accurate record of all communications in a staff journal. He reports on those matters within the scope of the mission and informs the assigned commander of information sent to the parent unit.

Ž A major LO function is to promote harmonious relations between the parent engineer unit and the assigned unit. As the parent unit's representative, the LO's actions significantly affect the higher headquarter's perception of his unit's engineer support.

- The LO immediately informs the parent unit any time he is unable to perform his responsibilities at the assigned unit.
- After completing his mission, the LO presents an out brief to the commander or G3/S3.
- Upon return to the parent unit, the LO briefs the engineer commander or his representative regarding all information received during the visit. This includes detailed information concerning

the higher headquarters' mission, unit locations, future operations, commander's intent, mission requirement, and requests for information. The LO clearly and accurately briefs all staff sections regarding detailed information received during the visit, and transmits information required by higher headquarters to each staff area of responsibility.

- The LO keeps abreast of the current situation and stays prepared to respond to future liaison requirements.

ASSIGNED UNIT RESPONSIBILITIES

After the engineer LO arrives at the duty site, the assigned unit provides the following briefs and support:

- Ž The staff briefs the LO about their current operations. They provide the LNO with rations, fuel, maintenance (if possible), communications equipment, and work and sleep areas.
- Ž Like the LO, the assigned unit's staff fosters and promotes harmonious working relationships.