Chapter 2

Command and Control

CONTENTS PAGE

COMMAND AND CONTROL IN THE DISCOM 2-1
HHC/MMC RELATIONSHIPS 2-1
AUTOMATED SYSTEMS 2-8
COMMAND POST 2-8
DISCOMHHC ORGANIZATION AND FUNCTIONS 2-10

COMMAND AND CONTROL IN THE DISCOM

Command and control is the process that directs, coordinates, and controls the activities of military forces to accomplish their missions. For the DISCOM commander, the C2 function is a major challenge because of the dispersal of the DISCOM units over a large area of the battlefield. Through the C2 process, the DISCOM commander confirms the availability of logistics resources and institutes control procedures. This ensures that support is available in the right quantities, at the right place, and at the right time.

HHC/MMC RELATIONSHIPS

The HHC/MMC performs C2 functions through relationships with –

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

The DISCOM commander's higher organizational relationships are with the division commander and staff. Relationships with supported units include those with maneuver brigades, AB, and DIVARTY. Subordinate relationships are with the MSB, FSB, AMCO, and MMC. These relationships are discussed below.

DISCOM COMMANDER AND DIVSION COMMANDER AND STAFF

The relationship between the DISCOM commander and the division staff is like that of any other subordinate commander and the division staff. The DISCOM commander is the principal logistics operator of the division. Because he executes a large part of the division support plan, both he and his staff must work closely with the G4 and the G4 staff. This coordination provides the best support possible to the division. This is done under the centralized control of the ADC-S, who is also the rear operations commander.

The division staff must recognize the command responsibility of the DISCOM commander. They should also be familiar with the special problems specific to the DISCOM due to the number and diversity of units. The DISCOM commander is responsible for providing advice to the division staff. This is usually done during the making of division-level tactical and logistics plans. The DISCOM commander helps set policies and priorities. The division G4 seeks this advice and ensures its consideration in the decision-making process.

DISCOM AND SUPPORTED DMSION UNITS

It is the responsibility of the DISCOM to anticipate future missions. This is done by understanding the division commander's intent and translating current developments into future requirements. It is essential that the DISCOM commander and staff develop a close relationship with supported units. This enables them to anticipate required changes to the DISCOM organization, employment, and operations. This close relationship with supported units helps planners integrate DISCOM operations with those of the supported forces.

Whale the DISCOM must anticipate needs, it is the responsibility of the supported units to submit logistics and HSS requirements to the DISCOM. This is done through designated unit logistics representatives directly to the DISCOM elements operating in the DSA and the BSA.

DISCOM and Maneuver Brigade

The supported brigade XO and S4 are the principal staff officers of the brigade commander concerned

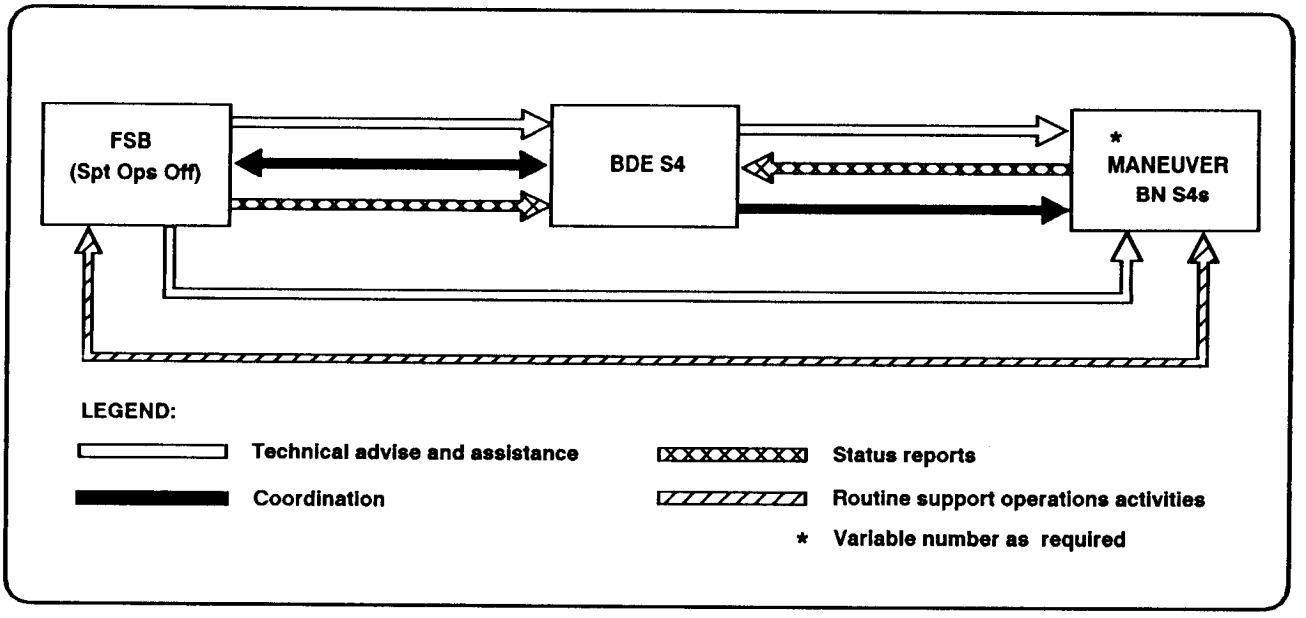

Figure 2-1. FSB relationships with brigade and maneuver battalions.

with matters of supply, maintenance, transportation, and field services. The FSB is in direct support of the brigade. The supported brigade S4 maintains close and continuous coordination with the FSB support operations officer. The FSB is responsible for providing support in accordance with the priorities and allocations established by the brigade commander.

The brigade XO and S4 can obtain technical advice and assistance from the FSB on how best to conduct logistics operations of the brigade. The battalion XOs and S4s and other unit logistics representatives in the brigade AO can also obtain technical advice and assistance in executing formulated plans and how best to operate within the brigade commander's established priorities.

The supported battalion S4s routinely deal directly with the FSB for support on a day-to-day basis. With their organic CSS assets, the supported maneuver battalions –

- Transport supplies from the FSB distribution points to the companies.
- Request supplies from the FSB.
- Perform unit maintenance (with the exception of medical equipment).
- Perform battlefield recovery.
- Perform unit-level HSS.

The battalion S4s are responsible for keeping the brigade S4 informed on the logistics status of the battalion. This keeps the brigade S4 current on the logistics posture of the brigade.

Figure 2-1 shows relationships of the FSB with the maneuver brigade and battalions.

DISCOM and Aviation Brigade

The AB XO or S4 coordinates with the DISCOM S2/S3 support operations branch for the logistics required from each FSB and the MSB. The DISCOM S2/S3 establishes an element to coordinate directly with the AB S4. This expedites support for the brigade. The most critical logistics functions for the AB are resupply of Class III and V, aircraft maintenance, and aircraft recovery and evacuation. To support the AB, the DISCOM –

- Provides division-level supply of Class I, II, III, IV, V, and IX (ground) at distribution points (MSB and FSB).
- Provides AVIM support to include storage, issue, and receipt of Class IX (air) repair parts for aircraft, avionics equipment, and aircraft armament systems (AMCO).
- Assists in aircraft recovery and evacuation, as required (AMCO).
- Provides conventional DS maintenance (MSB and FSB).

- Provides field services, when augmented by corps (MSB and FSB).
- Coordinates transportation requirements for providing CSS (DISCOM MCO).
- Provides unclassified map supply service (MSB and FSB).
- Provides salvage functions, except for COMSEC supplies, toxic agents, radioactive materials, aircraft, ammunition, explosives, and medical supplies (MSB and FSB).
- Provides division-level HSS on an area basis (MSB and FSB).
- Provides CSS advice and information to the AB commander (DISCOM commander/staff).
- Provides limited ability to carry reserve supplies (MSB and FSB).

The AB S1 and S4, under the direction of the AB XO, have overall responsibility for the AB CSS command and control. They process requests, reports, and problems that are forwarded from their AB elements. They deal routinely with the DISCOM for AB units. The AB units –

- Pick up supplies with organic transportation assets from distribution points and deliver to their units.
- Request supplies and support required.
- Perform aviation unit maintenance and maintain a day-to-day working relationship with AMCO.
- Perform battlefield recovery.
- Provide unit-level HSS.

The DISCOM provides the AB with AVIM support through the DISCOM aircraft maintenance company. This AVIM includes aircraft armament and avionics repair, aircraft repair parts supply, and reinforcing aircraft recovery and evacuation. The AMCO also operates an aviation RX point.

The aviation maintenance company is under the command and control of the DISCOM commander. It establishes a close working relationship with the AB commander and staff, as well as AB units. It operates in direct support of the AB. In this role, the AMCO –

- Responds directly to AB AVIM work load requirements.
- Coordinates with the AB and receives priorities of support from the AB.
- Establishes communications with the AB.
- Provides technical advice and assistance to the AB.

The AB S4 is the principal staff officer for the AB commander concerning aircraft maintenance. The AMCO production control officer provides advice and assistance to the AB S4 on a routine basis. The AB S4 is the aircraft maintenance planner. He maintains close and continuous coordination with the AMCO commander and the production control officer.

Technical advice and assistance are available to the AB S4 from the AMCO and DISCOM staff in planning the AVUM operations of the AB.

The AB AVUM units have a day-to-day working relationship with AMCO. They are also routinely responsible for keeping the AB S4 informed of their respective AVUM status. In this manner, the AB S4 is always aware of the aircraft maintenance posture of the AB. See Figure 2-2.

Unlike the maneuver brigades, the area of interest and the area of operations for the AB match that of the division. The AB employs its aviation assets throughout the division sector. Thus, AB elements require area support for CSS functions other than aviation maintenance while in support of the division scheme of maneuver. This requires close coordination between the DISCOM and the AB for support from the DISCOM units in the DSA and in the BSA. Usually, the AB HHC and combat aviation companies receive their support from the MSB in the DSA. The attack battalion receives support from the MSB (DSA) or from an FSB in a nearby BSA. The cavalry squadron usually receives its support from the closest FSB.

DISCOM and Division Artillery

The division artillery commander informs the DISCOM commander of his CSS needs. The main concern of the DISCOM for the DIVARTY is ammunition.

The DIVARTY commander must ensure that the DIVARTY S4 works closely with the division G3 and G4 for ammunition planning. (The division G3 and G4 coordinate division requirements with the division ammunition officer.) The DIVARTY commander must also ensure that the DIVARTY S4 works closely with the DISCOM support operations branch and DAO for receiving ammunition.

Like the AB, FA units deploy throughout the entire division sector. Division artilleries are organized and equipped to support the division. Their organization

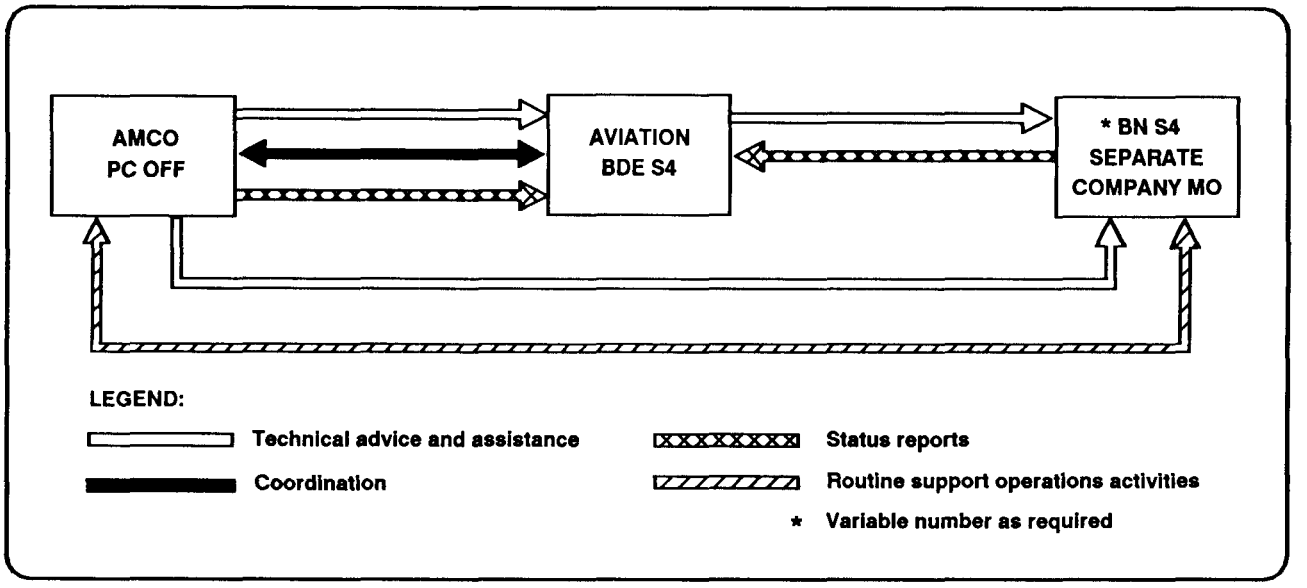

Figure 2-2. AMCO / AB relationships.

and equipment, therefore, vary with the type, mission, and organization of the division to be supported. Usually one FA battalion is placed in direct support of each maneuver brigade. This FA battalion receives its logistics from the FSB supporting the brigade. Additional FA units may reinforce these direct support battalions or provide general support for the division. The division commander must also consider the ammunition requirements of corps artillery units. These units provide fire support to the division. He will determine which nondivisional units will receive ammunition support from the ATPs based on recommendations of the DAO, G3, G4, and DIVARTY commander.

The DIVARTY S4 usually coordinates with the DISCOM S2/S3 support operations branch for the logistics required from each FSB and the MSB. Each FA battalion in DS of a maneuver brigade makes direct coordination with the designated FSB to implement the logistics plan.

CSS for FA battalions must remain timely and continuous. The control over the actual process is under the direct supervision of the battalion XO. The CSS personnel assisting the battalion XO are the S1, S3, S4, and the maintenance officer. Also assisting are the C-E staff officers and the medical section leaders. The S3 will establish the priorities for batteries and the ammunition RSR. The FA units –

- Pick up supplies.
- Request supplies and support required.
- Perform unit maintenance.
- Provide emergency medical treatment and coordinate medical evacuation support.
- Perform battlefield recovery.

DISCOM and Other Division Units

Direct support to other division troops in the division rear is provided by the MSB. The MSB and the DISCOM support operations officers work out the day-to-day details of logistics operations for division elements in the division rear with the unit logistics representatives. These include specific requirements and time schedules. However, for routine operations, the MSB companies also develop relationships with supported unit CSS operators. FM 63-21 has more details.

DISCOM AND CORPS

A number of corps elements are likely to be operating in the division area. These nondivisional units are typically supported by a logistics task force from the forward corps support group.

Liaison personnel from the forward corps support group normally collocate with the support operations section of the MSB and each FSB. These liaison personnel and the support battalion commander deter mine which method of support to employ for supporting corps units.

If the number of corps units needing support is limited and their presence does not create a significant

work load, then the MSB/FSBs may provide the necessary support to these units. The corps would provide additional assets to the MSB/FSBs when the logistics work load generated by sustaining corps units exceeds the capability of the MSB/FSBs. This ensures continued support to corps units operating in the area.

COSCOM assets need to be identfied before they are moved into the MSB/FSB areas to reinforce the support mission. Once identified, liaison personnel from the forward corps support group coordinate the move with the DISCOM headquarters and the MSB/FSBs. This coordination is necessary because the DISCOM and FSB commanders are the terrain managers for the DSA and BSA, respectively. Corps logistics units operating in the division area are under the command and control of the corps logistics task force. The rear CP must be informed of the arrival or departure of all nondivisional units into or out of the division rear area. The rear CP has the ultimate responsibility for terrain management, movement control, and security of all units in the division rear area.

The corps support group supports a division(s) with DS/GS ammunition and bulk fuel as part of the ammunition and bulk fuel distribution systems. The forward CSG with its logistics task force provides DS to corps units within its geographical area of responsibility. The subordinate battalions of the rear CSG, the medical brigade, and the transportation brigade have a major support mission. These functional battalions provide corps-wide transportation, supply (less Class VIII), GRREG, and airdrop services to the divisions, separate brigades, and ACRS. AVIM units support corps aviation assets. The large volume of supplies and materiel required to sustain the force and the number of casualties requiring medical evacuation dictate the establishment and maintenance of adequate lines of communication.

DISCOM COMMANDER AND MSB COMMANDER

The MSB commander –

- Assists the DISCOM commander in exercising technical supervision of logistics operations and training throughout the division.
- Advises and assists the DISCOM commander and staff and the DMMC in determining requirements for CSS.
- Represents the DISCOM commander in providing advice and assistance to the division commander and staff, when directed. Advice and assistance will center on the CSS operations for which the MSB is responsible.
- Provides a liaison element to the DISCOM staff, when required.

DISCOM COMMANDER AND FSB COMMANDERS

While the FSBs support the division maneuver brigades, they remain as subordinate units to the DISCOM. (See Figure 2-3). FSB commanders –

- Advise and assist the DISCOM commander and staff. They provide information on the status of CSS operations for which they are responsible.
- Provide support requirements for planning and executing future brigade support operations.
- Represent the DISCOM commander, when authorized, in planning CSS and provide advice to the brigade commanders and their staffs.

DISCOM COMMANDER AND AMCO COMMANDER

The AMCO provides AVIM support to the aviation brigade. However, it remains subordinate to the DISCOM. The AMCO commander –

- Advises and assists the DISCOM commander and staff by providing information on the status of AVIM.
- Provides AVIM requirements for planning and executing future AB operations.
- Represents the DISCOM commander, when authorized, by providing AVIM information and advice to the AB commander and staff.

DISCOM COMMANDER AND DMMC CHIEF

The DISCOM commander uses the DMMC as the primary materiel managing element. The DMMC chief is directly subordinate to, and receives policy and operational guidance from, the DISCOM commander. The DMMC chief advises the DISCOM commander on materiel (supply and maintenance, less medical) management activities.

DMMC CHIEF AND THE SUPPORT BATTALION AND AMCO COMMANDERS

The DMMC chief provides supply and maintenance management for the support battalion and AMCO

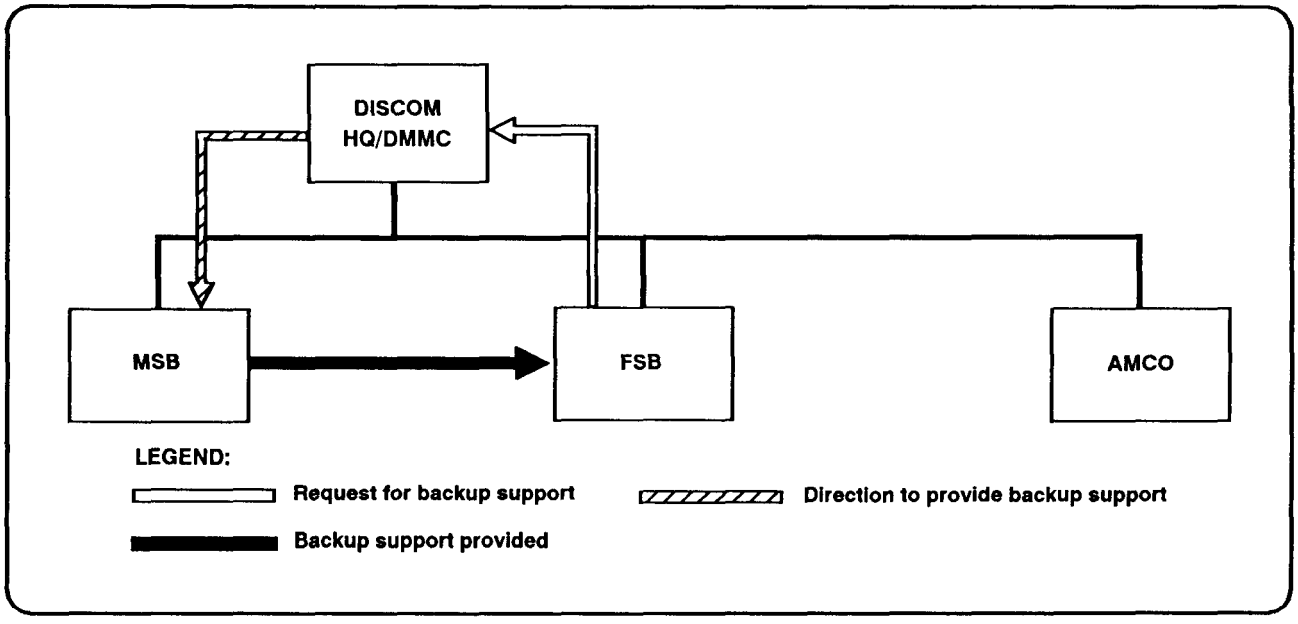

Figure 2-3. FSB/DISCOM HQ/MSB relationship.

commanders. The DMMC also determines the requirements for, procures, and manages distribution of supplies (except Class VIII). It develops and supervises ASLs. It maintains division property book and Army equipment status reporting data. It provides instructions for evacuation of items that cannot be repaired by direct support maintenance units.

Day-to-day technical supply direction is provided by the sections of the DMMC to the MSB, FSB, and AMCO. Current status information will be provided to the DMMC by these units on their day-to-day supply transactions. The DMMC also provides day-to-day Class IX technical direction to the maintenance units. Maintenance units return information to the DMMC on their day-to-day Class IX transactions.

AUTOMATED SYSTEMS

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

CSS CONTROL SYSTEM

The CSSCS of the ATCCS provides the means to collect, analyze, and present accurate and timely data. This allows for the best decisions on the employment of limited logistics and medical support resources. It retrieves data from CSS functional systems (discussed later) and subordinate systems. One CSSCS device at the division level is in the DISCOM S2/S3 section. This device provides the interface between CCS2 nodes and CSSCS. Dissemination of information from the CCS2 is made through this device to its destination. OPLANs, OPORDs, and inquiries are examples of the information passed through this device. This device also assembles information for the DISCOM commander from subordinate units and systems. It assembles the information required to enter the CCS2 from the DISCOM data base and then transmits the information through the system. CSS information requirements between the division and corps flow directly from the DISCOM S2/S3 CSSCS to the COSCOM G3.

In the DMMC, the CSSCS interfaces with the supply, maintenance, transportation, and medical STAMISs. The CSSCS device in the headquarters of the MSB and in the headquarters section of the AMCO interface with STAMISs and update the DISCOM data base.

At the maneuver brigade level there are two CSSCS devices. The headquarters of the FSB has one device. This device responds to information requirements generated by the DISCOM commander and the maneuver brigade commander. The other CSSCS

device is in the maneuver brigade rear CP. This device enables the S1 and S4 to conduct planning for personnel and internal logistics operations. It also provides brigade personnel and logistics data to the maneuver brigade commander.

FUNCTIONAL LOGISTICS SUPPORT SYSTEMS

Several CSS STAMISs are employed within the DISCOM. These software systems operate on the TACCS or the ULC. Operator input transactions automatically update data within the files. Transactions are transmitted between systems either electronically or through the use of magnetic media. The systems used by the DISCOM and its subordinate units are discussed below.

SIDPERS operates on TACCS and automates strength accounting, assignment, organization record keeping, personnel record keeping and labor-intensive military personnel operations. This is done within the S1 section of the DISCOM headquarters, the S1 section of all subordinate battalion headquarters, and in the headquarters section of the AMCO.

SPBS-R automates the property accountability and reporting requirements of AR 710-2 and AR 710-3. It provides the DISCOM with a state-of-the-art automated property book that improves Class VII accountability and asset visibility. The SPBS-R operates on TACCS in the Class VII section of the DMMC. SPBS-R on TACCS interfaces with SARSS-1, ULLS, and CSSCS.

ULLS operates on the ULC. ULLS provides automation of logistics functions at the unit and battalion levels. ULLS then is employed throughout the division to include the DISCOM. ULLS interfaces with CSSCS, SARSS-1, SAMS-1, SPBS-R, and other applicable STAMISs.

SARSS operates on TACCS in the DISCOM. It consists of two parts, SARSS-1 and SARSS-2A:

- *SARSS-1* operates on TACCS in all division supply companies. It also operates in the division forward, light, missile, and aircraft maintenance companies. SARSS-1 automates Class II, III (packaged), IV, VII, and IX supply actions. It performs time-sensitive functions such as receipt, storage, issue, replenishment, inventory adjustments, supply performance reporting and excess identification. It also maintains accountable stock record balances. During normal operations, SARSS-1 interfaces directly with SARSS-2A on TACCS at the DMMC. In contingency operations, SARSS-1 can operate in the autonomous mode without SARSS-2A support. It can interface directly with the DAAS to route requisitions directly to these wholesale supply system. In addition to the SARSS-1 to SARSS-2A interface, SARSS-1 also interfaces with ULLS, SPBS-R, SAMS-1, DAMMS-R, and CSSCS.
- *SARSS-2A* is used in the DMMC. It is in the Class II-IV supply branch of the general supply section, repair parts branch of the materiel section, and requisition edit-document control branch of the property book and Class VII section. In these sections of the DMMC, SARSS-2A receives asset balance reports from SARSS-1 and routes unfilled requisitions received from subordinate SARSS-1 activities to the appropriate source of supply. Examples would be DAAS and the CMMC. It also performs lateral transfers, substitutes item identification release, and submits catalog changes to SARSS-1. It also maintains asset balance visibility for all SARSS-1 subordinate activities. SARSS-2A interfaces with subordinate SARSS-1, CSSCS, higher echelon SARSS-2A/2B, and other designated STAMISs. SARSS-2A will replace the DS4 run on the DAS-3.

SAMS operates on TACCS in the division and is comprised of two components, SAMS-1 and SAMS-2. SAMS provides the ability to present the status of equipment from the unit and DS maintenance shops to the materiel management levels:

- *SAMS-1* on TACCS is employed in all maintenance companies assigned to the FSB and MSB and to the aircraft maintenance company. SAMS-1 automates maintenance production control and provides immediate job order and backlog status information. It provides, through file inquiry, repair parts and shop asset status. It screens production parts requirements against on-hand assets and automatically generates, edits, and passes requests to the supply system via an interface with SARSS-1.
- *SAMS-2* on TACCS is employed in the MSB light maintenance company and in the DMMC materiel section. It receives SAMS-1 data and provides immediate production and supply

requirements to managers. It gives daily visibility of deadlined equipment. The materiel condition status report module displays parts required for production and readiness by either unit or weapon system. In addition to the SAMS-l interface, SAMS-2 interfaces with other appropriate SAMS-2 (for example, DMMC to CMMC), SAMS-3, and other designated STAMISs.

SAAS-DAO operates on TACCS and provides an automated management information system for the DAO section to support division ammunition requirements.

DAMMS-R operates on TACCS in the MCO assigned to the S2/S3 section of the DISCOM headquarters. It provides intransit cargo movements data, mode asset status, hold/diversion status, and movements information. It also provides transportation status reports, container reports, ETA forecasts, and transportation intelligence. MCO automated mission performance requires a DAMMS-R on TACCS interface with the HHD, MSB, as well as the TMT company DAMMS-R operations on ULC. Other interfaces with DAMMS-R are also maintained. Some examples of these interfaces are MCO to DTO and MCO to MCT on TACCS. Also it interfaces with SARSS-1, SAAS, CSSCS, and other designated automated systems.

TAMMIS-D operates on ATCCS and provides timely, accurate, and relevant information through the MEDPAR-D, MEDBLD, and MEDLOG-D subsystems. MEDPAR-D provides automated capabilities in treatment and disposition data, unit medical administration, ICRs, medical C2, and system setup/maintenance. There is also an ADTMC module that will assist the aidman in the proper treatment and disposition of disease cases. MEDLOG-D manages medical supplies, medical assemblages, and biomedical equipment maintenance. MEDBLD provides whole blood requirements for the division. MEDBLD operates at the DMOC and interfaces with medical companies, battalion aid stations, and corps medical units. MEDLOG-D operates at the DMSO, the medical companies, battalion aid stations, and MEDLOG battalion at corps level. MEDPAR-D operates at medical platoons and sections, medical companies, and the DMOC.

COMMAND POST

The dynamics of the modern battlefield – *speed, complexity,* and *lethality* – require the very highest level of organizational efficiency within the DISCOM CPs. Automated and manual information systems minimize the time required for administrative processing of information. They also ensure accurate portrayal of the tactical situation and prevent the needless verification of dates. They also make information immediately available to the commander and members of the staff.

During the course of combat operations, the DISCOM CP receives, analyzes, coordinates, and disseminates critical information. The DISCOM commander establishes procedures which clearly identify routine CP functions needed to support the operation. Also identified are those functions which need command approval. In all situations, the commander will be kept informed.

The DISCOM commander establishes priorities and defines the level of authority within CPs. The extent of operational authority given to members of the CP is based on the DISCOM commander's desires and the experience of the staff. The exact operational authority is established clearly in the SOP.

Staff responsibilities and interrelationships must be clearly defined in the SOP. Clear, well-defined staff functions and tasks enhance the DISCOM ability to perform during periods of stress. They also help in maintaining continuous operations for an extended time. A sample TSOP for the CP is shown in Appendix E.

It may become necessary to conduct continuous operations during high-intensity situations. When this happens, two duty shifts might be used to ensure the C2 function. All personnel must be available during high intensity situations. However, it is the off-duty personnel who maintain the vehicles and equipment, provide CP security, and rest. Table 2-1 gives an example of how a DISCOM staff could be organized into two shifts.

The DISCOM CP is formed from organic assets. It is typically staffed by personnel and equipment from the S2/S3 section, the DMMO, and the medical operations center office. These cells, located in the DISCOM CP, are the focal points for providing logistics and HSS to tactical units. The DISCOM CP keeps abreast of all support actions. This promotes effective redistribution of taskers, decision making, status reporting, and audit trail management.

Table 2-1. Example of a DISCOM organized for two shifts.

Personnel who typically occupy the command briefing tent:

GRADE	TITLE
COL	Commander
LTC	XO
SGM	CSM

Staff representatives as designated by the commander

Personnel who typically staff the S2/S3 plans/intelligence branch:

PEAK ACTIVITY		REDUCED ACTIVITY	
GRADE	TITLE	GRADE	TITLE
LTC	S2/S3	MAJ	Asst S2/S3
MAJ	*S1	SGM	Ops Sgt
MAJ	*S4	SFC	Admin Sp
MAJ	MCO	SFC	Mov Sp
CPT	Chem Off	SFC	NBC NCO
SGT	Intel Sgt	SSG	Intel Sgt
SP4	Clerk/RTO		

Personnel who typically staff the DMOC:

PEAK ACTIVITY		REDUCED ACTIVITY	
GRADE	TITLE	GRADE	TITLE
LTC	C, DMOC	CPT	Plans Off
MAJ	DISCOM Surg	SFC	Ops (Evac)
MAJ	Plans/Ops (Evac)	SFC	Ops (Plans)
MAJ	Health Svc Mat Off		
SGM	C, Ops Sgt	SGT	Clerk/RTO
MSG	Ops Sgt	CPL	Patient-Admin
SFC	Intel NCO		
SGT	Patient-Admin NCO		
CPL	Clerk/RTO		
CPL	Med Sp		

Personnel who typically staff the DMMO:

PEAK ACTIVITY		REDUCED ACTIVITY	
GRADE	TITLE	GRADE	TITLE
LTC	C, DMMO	MAJ	Asst DMMO
SGM	C, Mat Mgt Sgt	MSG	C, Sup Sgt
SGT	Admin Sp	SFC	Subs Sgt
PFC	Cbt Signaler	SFC	Petrl Sgt
MAJ	Sup Mgt Off	SSG	Mat Mgt Sgt
CPT	Subs Sup Off	MSG	C, Ammo
CPT	Petrl Off	SFC	Sup Acct Sgt
WO	Spt Sup Tech	CPT	Mat Con Off
MAJ	DAO	SFC	Armt Maint Sgt
MAJ	Sup Mgt Off	SFC	Maint Mgt
MAJ	Mat Mgt Off	SFC	Maint Sgt
CPT	Mat Off	SFC	Acft Mgr
CPT	Mat Off	SFC	Msl Maint Mgr
CPT	C-E Mat Off	SFC	Mat Mgr
CPT	Avn Mat Off		
CPT	Msl Mat Off		
WO	Spt Sup Tech		

LEGEND: * or representative

ESTABLISHMENT

A key consideration in determining the location of a CP is the ability of the site to provide for good communications with higher, lower, and adjacent organizations. The CP should be located near routes that allow relatively easy access into the area. Prominent terrain features or major road junctions should be avoided to prevent the enemy from readily determining the CP location.

When possible, the CP should be located in built-up areas. Barns, garages, and warehouses eliminate the need for extensive camouflage. Basements provide added protection from enemy fires. Covering windows and using basements enhance noise and light discipline. This also reduces electromagnetic signatures, and thus, the requirement to move as often.

When a built-up area is not available, the CP should be located on the reverse slope. This provides cover and concealment from both ground and air observation and fires. The ground must be firm enough to support vehicle traffic, have good drainage, and provide enough space to disperse vehicles.

The CP should be mobile and relocate often to enhance its survivability. Being a major source of

electromagnetic and infrared energy, its location can be freed and targeted easily. To eliminate any disruption in C2, the CP must displace by echelons. Once an interim operational capability is established at the new location, the remainder of the CP elements move.

DISPERSION

CPs can be organized in many different ways and still accomplish their missions. The description and diagram that follow show one way a DISCOM CP can be organized and deployed.

One alternative for a CP layout is applying a cellular CP concept. This cellular CP provides a much greater degree of survivability. It does this mainly through duplication of functions. Small cells reduce the electronic signature, allow for wide dispersion, and ease concealment.

The optimum tactical configuration of the CP requires as many radios as possible to be remoted from the CP, and antennae should be placed outside the CP.

DISCOM HHC ORGANIZATION AND FUNCTIONS

The DISCOM commander and staff are the division's logistics operators. See Figure 2-4 for the organization of the HHC. The DISCOM commander advises the rear operations commander, the division commander (as required), and the division staff on those logistics and medical matters pertaining to DISCOM operations. The DISCOM commander normally receives guidance and direction from the division commander through the rear operations commander.

The responsibility for logistics planning belongs to the division G4 staff. The DISCOM commander is tasked by the division commander to evaluate the logistics and medical supportability of future courses of division action. The DISCOM commander tasks and provides guidance to the DISCOM staff. The staff gives the alternatives and preferred solutions to the commander for a decision.

The DISCOM headquarters has the following responsibilities and functions:

- Commands and controls organic and attached units of the DISCOM. It also monitors the operations of other units within its area of responsibility.
- Supervises and controls all division-level logistics operations within the division.
- Advises the rear operations commander (ADC-S), division commander, and staff concerning supply, maintenance, transportation, field services, and food service operations throughout the division.
- Monitors operations to determine the proficiency of the DISCOM and attached units in the field.
- Organizes the movements of subordinate units within the division support area in accordance with tactical plans. This function requires coordination with the division rear CP concerning current and proposed locations and movement of all DISCOM and supported units.
- Trains personnel and units of the DISCOM.
- Coordinates and implements plans for assigned rear operations responsibilities in the division support area.
- Plans and executes augmentation procedures for subordinate units.

DISCOM COMMANDER

The DISCOM commander commands and controls organic and attached units of the DISCOM. He provides DISCOM elements with clear missions, taskings, and statement of his intent. He gives planning guidance to his staff. With information from his staff, he restates the mission in a clear, concise statement of tasks to be done and purpose to be achieved. He gives the staff specific courses of action to pursue and directs the S2/S3 to issue the warning order to DISCOM elements.

The DISCOM commander is responsible for all training of personnel and units of the DISCOM. Because of the wide range of skills found in the DISCOM and the need for expertise in training, certain division staff officers are responsible for technical training programs. These officers include the G1/AG, division surgeon, and division chaplain.

In carrying out his logistics and HSS responsibilities, the DISCOM commander –

- Advises the division commander and staff concerning supply, maintenance, transportation, HSS, and services.
- Supervises and controls division-level logistics and medical operations of the division.

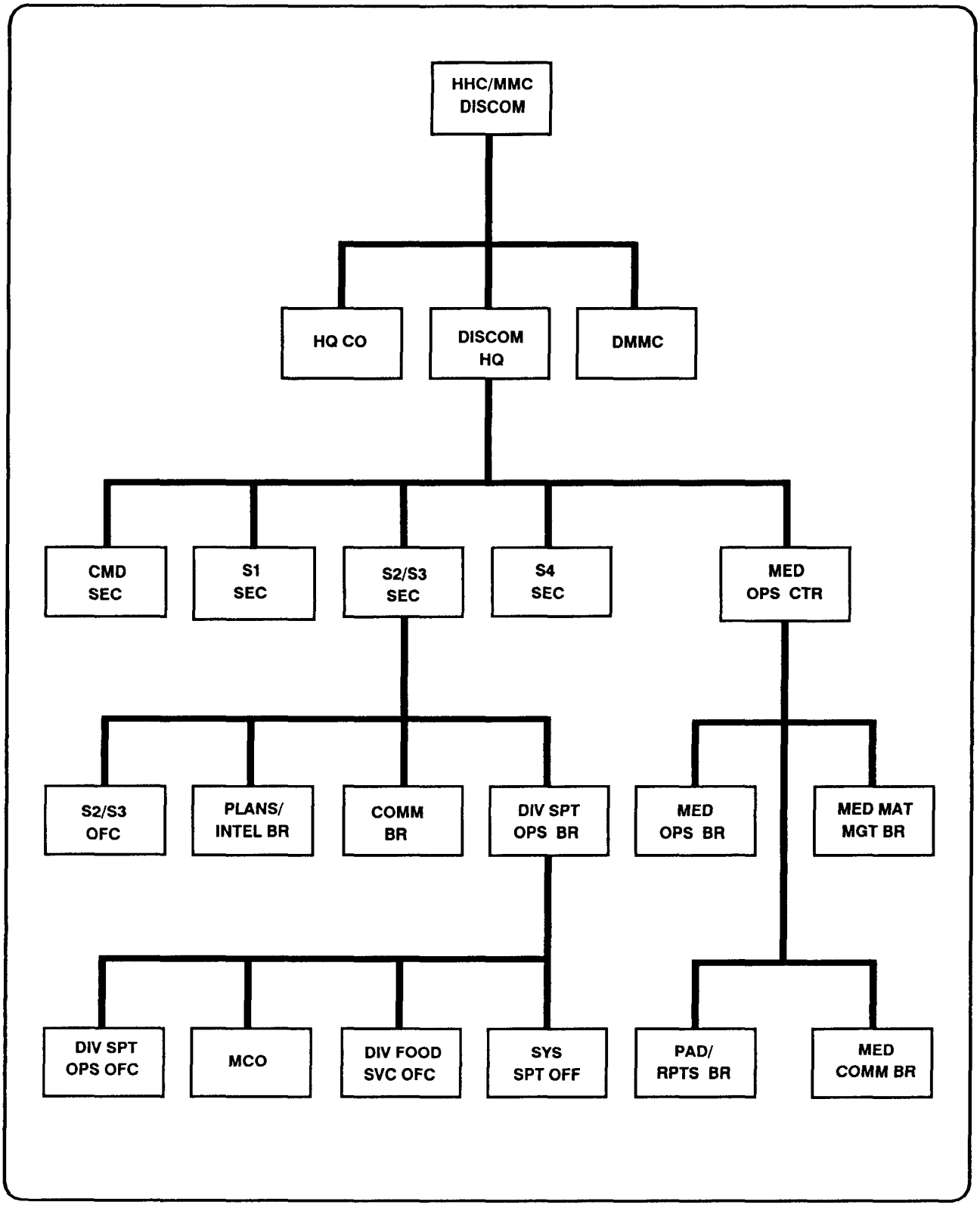

Figure 2-4. DISCOM HHC.

- Coordinates CSS operations and movements with the division rear operations commander and the division rear CP staff.
- Conducts inspections to determine the ability of the DISCOM and attached CSS units to function in the field.
- Makes sure that, in an allied environment, DISCOM operations comply with all applicable agreements and HNS commitments.

EXECUTIVE OFFICER

The executive officer is the principal assistant and advisor to the DISCOM commander. His functions are similar to those of a chief of staff as outlined in FM 101-5. As second in command, he should understand both the support operations and the non-CSS functions of the DISCOM. He supervises the DISCOM staff and coordinates assigned missions with subordinate unit commanders. In accordance with command directives, he formulates staff operating policies. He also oversees the maintenance of the master policy file and supervises LOC/TOC operations.

S1 SECTION

This section provides and coordinates PSS for the command. Support from organic assets include limited personnel and administrative services, legal service support, and religious support. Coordination with division and corps assets provides additional P&A and legal support as well as finance support. Postal services, morale and welfare activities support, and public affairs support are also provided. The S1 sect ion responsibilities include –

- Preparing the DISCOM personnel estimate.
- Preparing strength accounting reports.
- Preparing casualty reports.
- Conducting replacement operations.
- Developing casualty projections with special emphasis on critical low-density MOSS and nuclear and chemical weapons effects.
- Developing DISCOM personnel-related procedures for reconstitution.
- Processing personnel actions and reports.
- Developing procedures for emergency medical evacuation.
- Establishing and operating the EPW system within the DISCOM.
- Monitoring duty rosters.
- Monitoring legal support functions.
- Controlling the administrative publishing and the distributing of orders, directives, and forms originating at the DISCOM level.
- Maintaining close coordination with the DMOC, the WSM, and the S4.
- Providing personnel administration support normally performed at battalion level to the AMCO.

S2/S3 SECTION

The S2/S3 is the principal staff advisor to the DISCOM commander on military intelligence and counterintelligence, organization, training, communications, NBC matters, and CSS mission-related matters (except medical service support and personnel service support).

Plans/Intelligence Branch

The plans/intelligence branch has the following responsibilities and functions:

- Assists the commander in areas of intelligence, operations security, NBC defense, smoke and flame operations, rear operations, plans and orders, air defense, and defense against unconventional and psychological warfare operations.
- Determines DISCOM unit readiness and mission capability.
- Develops intelligence estimates.
- Develops, in coordination with the division rear CP, requirements for intelligence, NBC, smoke and flame, civil-military affairs, movement, air defense, engineering, security, and aviation support, and unit augmentation.
- Coordinates, plans, and requests fire support requirements with the division rear CP.
- Develops, coordinates, and integrates defense plans for all units located in the DSA.
- Monitors and updates intelligence information.
- Maintains logistics and tactical status, situation maps, reports, and journals, in coordination with other staff elements.
- Recommends task organization in coordination with the support operations branch.
- Monitors unit locations and coordinates relocation

of DSA or subordinate units out of the DSA wit h the division rear CP.

- Develops plans for the collection and dissemination of intelligence information.
- Disseminates intelligence information.
- Conducts logistics reconnaissance for DISCOM or for logistics unit movement.
- Coordinates counterintelligence with operations cell of the division rear CP.
- Coordinates unit movement with higher headquarters staff, adjacent and subordinate units, and other units in the division's area of operation.
- Prepares, coordinates, and authenticates operation estimates, OPLAN/OPORDs, annexes, and DISCOM SOPS.
- Prepares current and long-range contingency plans.
- Coordinates OPSEC program (S3). Plans physical security and CP access (S2).
- Coordinates EPW collection point operations with the G1 and PM representatives at the division rear CP.
- Develops administrative plans and coordinates logistics plans.
- Recommends priorities for allocating critical resources.
- Plans time-phased force development for support missions in coordination with the support operations branch.
- Coordinates and maintains LOC with all units in the DSA for rear operations.
- Plans, coordinates, and monitors DISCOM participation in civil-affairs activities.
- Orders, receives, stores, and distributes classified maps to subordinate units.

Division Support Operations Branch

The division support operations branch includes a division support operations office, a movement control office, a division food service office, and a system support office.

This branch ensures that supply, maintenance, transportation, and field services resources are used efficiently and effectively. The branch provides management support and direction to DISCOM assets responsible for providing logistics. Management includes planning, coordinating, and controlling the allocation and use of available resources to fulfill the commander's logistics requirements. The DISCOM commander is charged with providing logistics direction for the division. The DISCOM S2/S3 exercises this control through the division support operations branch. The division support operations branch –

- Maintains coordination with reinforcing maintenance units.
- Advises the DISCOM S2/S3 on problems affecting supply, maintenance, transportation, and field service operations.
- Recommends to the DISCOM S2/S3 the future allocation and location of logistics elements.
- Controls, through the MCO, the commitments of the transportation motor transport task vehicles for CSS within the division.
- Ensures that supply, maintenance, transportation, and field service SOPS are established.
- Ensures established movement priorities are followed.
- Plans, coordinates, and evaluates supply, maintenance, and field service operations.
- Prepares appropriate supply, maintenance, and field service directives. It also prepares operating orders for DISCOM operating elements based on information received from the DISCOM S2/S3.
- Coordinates, monitors, and informs division elements and attached units of the location of DISCOM support points.
- Recommends maintenance plans and policies.
- Coordinates and interfaces with the DMMC, ensuring that maintenance, supply, and transportation priorities are carried out.

Communications Branch

The communications branch provides C-E support within the DISCOM. This support includes fixed telecommunications systems as well as combat operations equipment. The communications branch –

- Plans and coordinates DISCOM C-E requirements and activities.

- Plans, directs, and monitors the operation and management of DISCOM field communications system.
- Determines capabilities and limitations of assigned C-E equipment as related to the tactical mission.
- Directs and controls the installation, operation, and maintenance of C-E equipment for all means of communications. It also advises commanders, staffs, and other interested parties on C-E/COMSEC requirements, capabilities, and operations.
- Assists in resolving maintenance problems within the DISCOM on assigned C-E equipment.

S4 SECTION

This section is responsible for all logistics matters pertaining to DISCOM units but is not concerned with division-level logistics. The S4 section –

- Reviews internal logistics status reports.
- Maintains the current status of the commander's critical list.
- Coordinates transportation requests for administrative moves.
- Submits requests for highway clearances.
- Assigns technical supervision over internal supply and maintenance procedures.
- Provides staff supervision and overall coordination for the DISCOM food service program.
- Monitors supply economy in subordinate units.

DIVISION MEDICAL OPERATIONS CENTER

The DMOC staff is responsible to the DISCOM commander for staff supervision of HSS within the DISCOM. The division surgeon exercises technical control of all medical activities within the division. The DMOC coordinates HSS in accordance with technical parameters established by the division surgeon. The DMOC, therefore, coordinates HSS with the division surgeon and other appropriate elements of the division coordinating staff. This is done in accordance with FM 101-5 and the division HSS SOP. The DMOC is responsible for monitoring division-level HSS and keeping the DISCOM commander informed on the status of HSS within the division. The division surgeon is informed of the DISCOM's HSS status through reports prescribed by the tactical SOP. The DMOC staff assists the division surgeon in planning and conducting division HSS operations. Specific functions of the DMOC include –

- Planning and ensuring that Echelon I and II HSS for the division are provided.
- Developing and maintaining the DISCOM medical troop basis, revising as required, to ensure optimum task organization for mission accomplishment.
- Planning and coordinating HSS operations of DISCOM organic medical assets and attached corps assets to include those attached for reinforcement and reconstitution.
- Prioritizing, in coordination with the DISCOM S3 and division surgeon, the reallocation of organic and corps medical augmentation assets to the division, as required by the tactical situation.
- Ensuring that the division HSS SOP is prepared and executed.
- Monitoring medical training and providing information to the division surgeon,
- Coordinating and prioritizing medical logistics and logistics aspects of blood management for the division.
- Coordinating medical intelligence activities to include collection, limited processing, and dissemination.
- Coordinating and directing patient evacuation from division-level medical facilities to corps-level medical facilities. This is done through the medical brigade or group medical regulating officer.
- Coordinating the movement of EPW casualties.
- Coordinating and managing the disposition of captured medical materiel.
- Planning, prioritizing, and coordinating preventive medicine missions, in conjunction with the division surgeon.

HEADQUARTERS COMPANY

The headquarters company provides the necessary administration, supply, unit maintenance, and field feeding to support unit operations. The company provides overhead and housekeeping support for the HHC and DMMC. The company is responsible for accountability of equipment assigned to the headquarters. It is responsible for command, control, and security of the company.

The headquarters company provides for billeting, training, discipline, and security in the company. It also

provides internal supply, food service, and unit-level maintenance for vehicles, generators, and construction equipment organic to the HHC and DMMC and the division rear CP. Some of the specific functions of the company are —

- The organic training, management, upkeep and accountability of supplies, equipment and human resources of the company.
- The installation, operation, and maintenance of basic wire, switchboard, and radio communications equipment systems of the company.
- The receiving storing, preparing, cooking, and serving of food for company and designated personnel, to include the AMCO.
- The management and distribution of all fuel for the company.
- The unit maintenance on the wheeled vehicles and trailers as well as internal combustion engines, power generation equipment and accessories, tactical utilities and precise power generation equipment, electric motors, and company-associated items.
- The coordination for recovery of disabled vehicles that are organic to the company.
- The requesting, receiving storing, issuing, accounting for, and preserving of the individual, organizational, installation, and expendable supplies and equipment authorized by company.