

CHAPTER 1

COMBAT ORGANIZATION**Section I. THE DIVISION****1-1. Background**

The division is the largest Army fixed organization that trains and fights as a tactical team. It is organized with varying numbers and types of combat, combat support (CS), and combat service support (CSS) units. A division may be armored, mechanized, motorized, infantry, light infantry, airborne, or air assault. It is a self-sustaining force capable of independent operations, even for long periods of time, when properly reinforced. Each type of division conducts tactical operations in a low-, mid-, or high-intensity combat environment. Divisions are the basic units of maneuver at the tactical level. The AirLand Battle is won or lost by the division integrated fight.

1-2. Role of the Division

Divisions plan future operations based on the echelons above corps (EAC) and corps commanders' intent; resources are then allocated based on battalion- and brigade-size units. Divisions defend against three or more assaulting enemy divisions. The defending division commander directs, coordinates, and supports operations of his brigades against assaulting regiments. The division interdicts follow-on regiments to disrupt and delay those forces as they attempt to join the battle. When attacking, the division commander directs, coordinates, and supports operations of his brigades against enemy battalions and regiments. The division interdicts deeper enemy echelons, reserves, and CS forces.

Section II. TYPE OF DIVISIONS**1-3. Armored and Mechanized Divisions**

The heavy division of the US Army (armored and mechanized) provide mobile, armor-protected firepower. Because of their mobility and survivability, the heavy divisions are employed over wide areas where they are afforded long-range and flat-trajectory fire. They destroy enemy armored forces and seize and control land areas, including populations and resources. During offensive operations, heavy divisions can rapidly concentrate overwhelming combat power to break through or envelop enemy defenses. They then strike to destroy fire support, command and control, and service support elements. Using mobility for rapid concentration to attack, reinforce, or to block, they defeat an enemy while economizing forces in other areas. Heavy divisions operate best in open terrain where they can use their mobility and long-range, direct-fire weapons to the best advantage (Figure 1-1).

1-4. Infantry Division

The infantry division is a combined arms force of maneuver, CS, and CSS units. It does not have the mechanized assets to close with the enemy's heavy forces in terrain suitable for mechanized operations; rather it is more effectively employed in terrain favoring dismounted operations, such as large urban areas, mountains, and jungles.

1-5. Light Infantry Division

a. The organization of the light infantry division provides the flexibility to accomplish missions on a global basis on different types of terrain and against a variety of enemy forces (Figure 1-2). It differs from the infantry and other divisions in both design and concept of employment.

b. The light infantry division is the most rapidly and strategically deployable of the various

types of US divisions; it is organized to fight as part of a larger force; in conventional conflicts; or independently in a low-intensity conflict (LIC). The ability of the light infantry division command and control structure to readily accept augmentation forces permits task organizing for any situation from low- to high-intensity conflicts. The factors of METT-T (mission, enemy, terrain, troops, and time available) will determine the augmentations required for the division.

c. Although employed as an entity, the light division method of operation is to disperse widely in the area of operations; conduct synchronized, but decentralized operations primarily at night or

during periods of limited visibility. Mass is achieved through the combined effects of synchronized, small-unit operations and fires. Physical concentration (massing) of light division forces only occurs when the risk is low and the payoff is high.

d. At the tactical level, the optimum employment option is to employ the light force as a division under corps control. The corps commander must ensure that the mission assigned to the light force capitalizes on its capabilities. The light division conducts operations exploiting the advantages of restricted terrain and limited visibility.

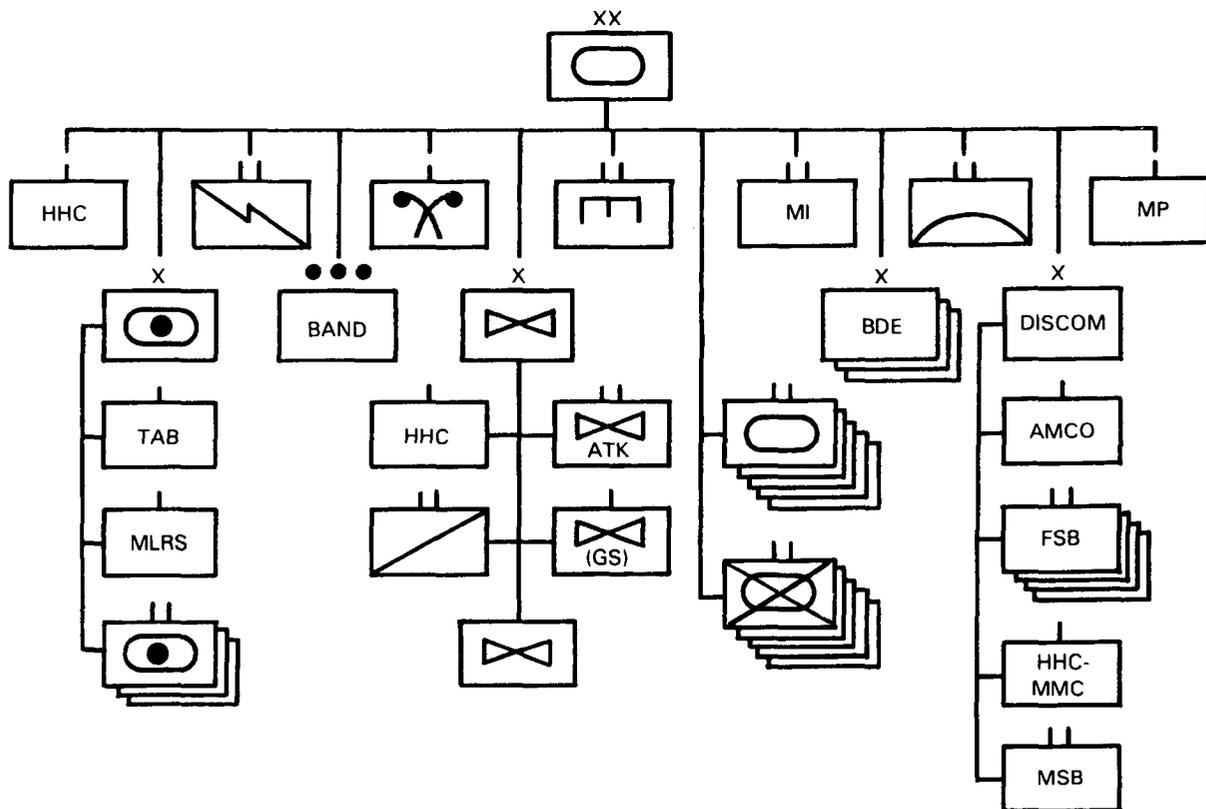


Figure 1-1. Heavy division.

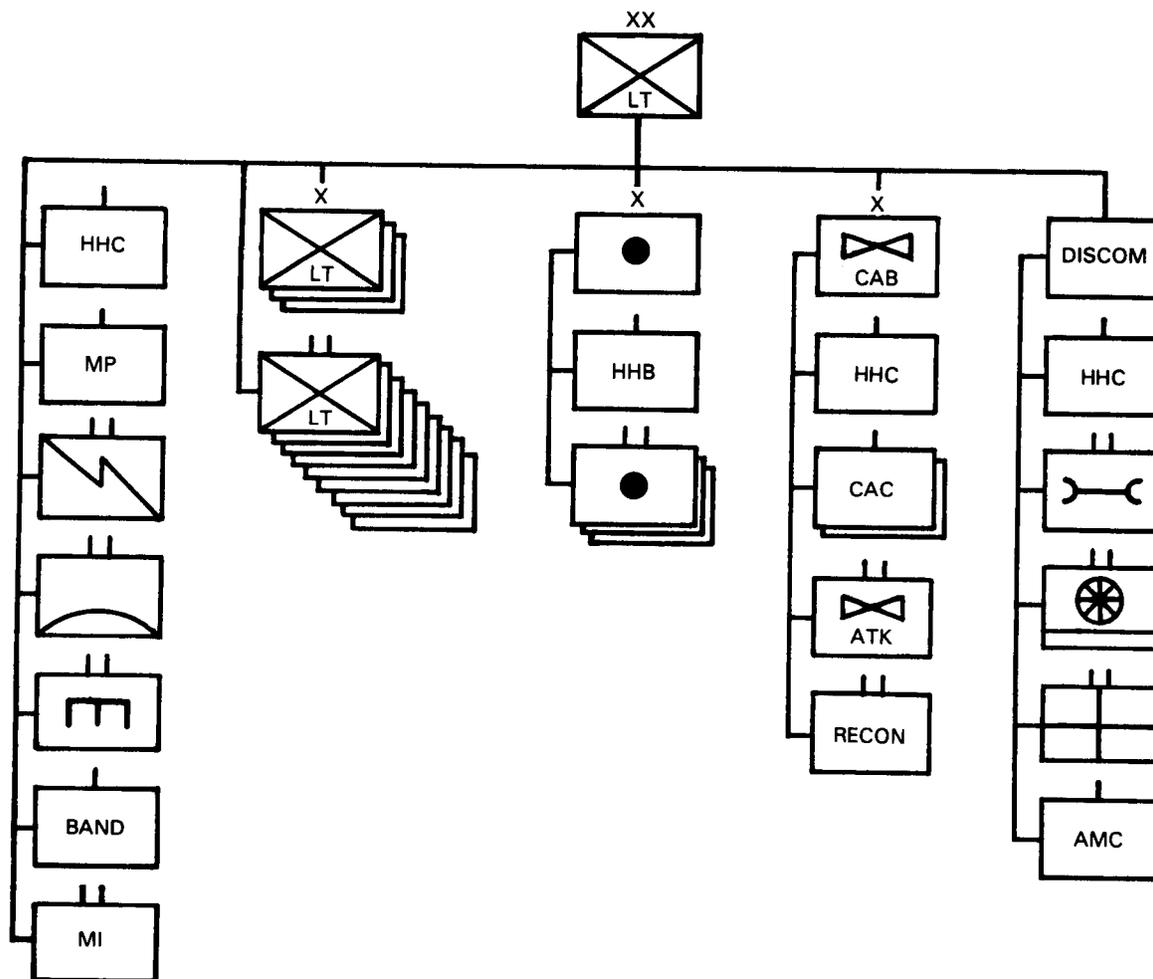


Figure 1-2. Light infantry division.

1-6. Airborne Division

a. The airborne division (Figure 1-3) is organized to be rapidly deployed anywhere in the world—

- To conduct combined arms combat parachute assault to seize and secure vital objectives behind enemy lines until linking up with other supporting forces.

- To exploit the effects of nuclear or chemical weapons.

- To rescue US nationals besieged overseas.

- To reinforce forward-deployed forces (if augmented with transportation).

- To serve as a strategic or theater reserve.

- To conduct large-scale tactical raids.

- To occupy areas or reinforce friendly or allied units beyond the immediate reach of ground forces.

- To capture one or more intermediate staging bases or forward operating bases for ground and air operations.

b. The airborne division conducts airborne assaults in the enemy's rear to secure terrain or to interdict routes of resupply or enemy withdrawal. It is ideally suited to seize, secure, and repair airfields to provide a forward operating base for follow-on air-landed forces. It can conduct air assault operations as well as other missions normally assigned to infantry divisions.

c. The airborne division achieves surprise by its timely arrival on or near the battlefield. With its aircraft capabilities, the Air Force can deliver the airborne division into virtually any objective area under most weather conditions.

d. Because the airborne division is tailored for airdrop operations, it can be employed more rapidly than other US divisions. All equipment is air transportable and, except for aircraft, is airdroppable. All personnel are trained for airborne operations.

e. Special staff considerations must be given to attack by enemy armor or motorized formations. The division does not have sufficient armor protection to defeat heavier armored formations at close range. Antiarmor weapons in the division compensate, but do not completely offset this deficiency.

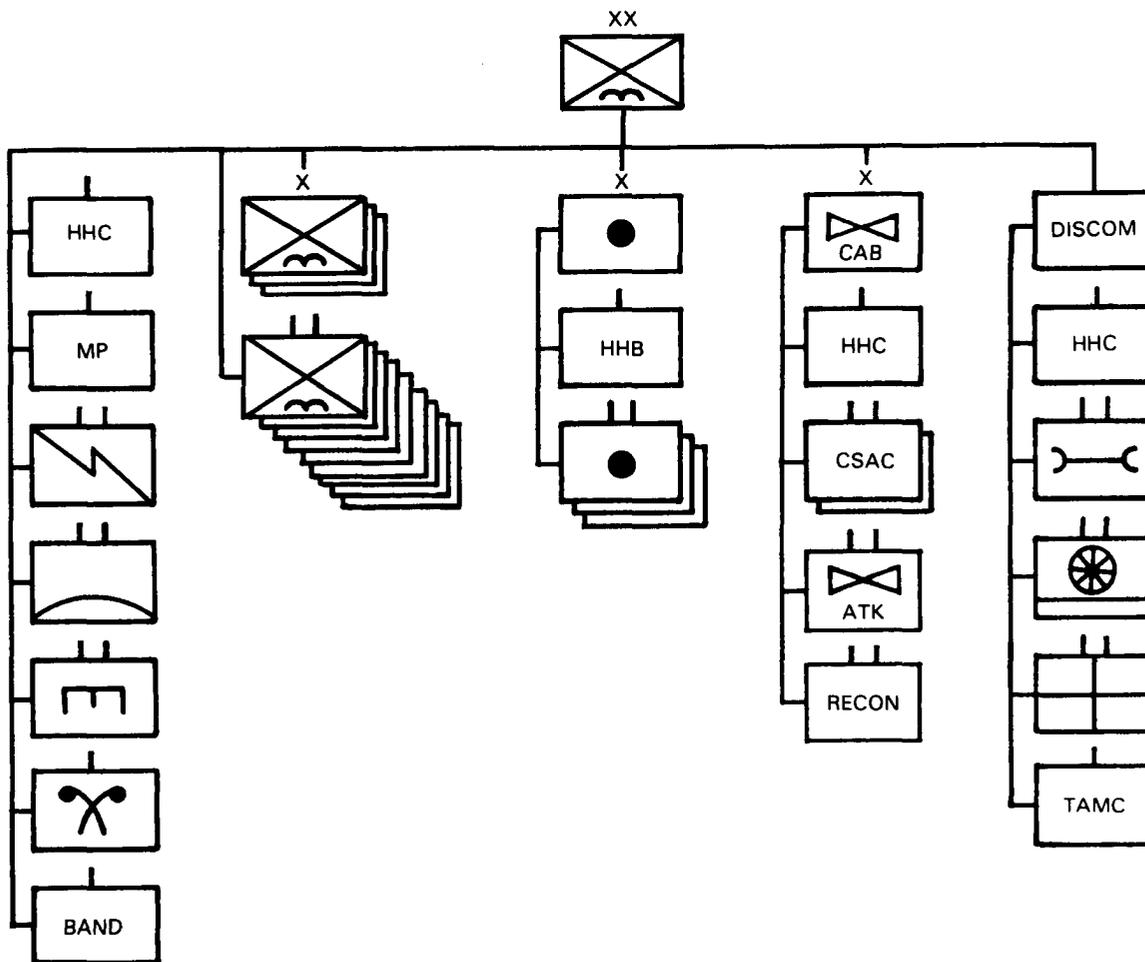


Figure 1-3. The airborne division.

1-7. Air Assault Division

a. The air assault division combines strategic and tactical mobility within its area of operations. The air assault division conducts combat operations over extended distances and terrain obstacles using infantry, aviation, CS, and CSS units (Figure 1-4).

b. Airmobile divisions provide the US Army the operational foundation, experience, and tactics for air assault division operations. However, the air assault division no longer merely conducts airmobile operations. It is important to recognize the distinction between airmobile and air assault. Airmobility is the use of Army aircraft to improve our ability to fight; such as moving troops and equipment from one secure area to another, then

helicopters departing the area of operation. Conversely, air assault operations involve combat, CS, and CSS elements (aircraft and troops) deliberately task organized for tactical operations. Aircraft are the prime movers and are integrated with ground forces. Additionally, air assault operations involve actions under hostile conditions, as opposed to air movement of troops to and from secure locations.

c. Once deployed on the ground, air assault infantry battalions fight like those of the infantry division; however, the task organization of organic aviation permits rapid aerial redeployment. The essence of air assault tactics is the rapid pace of operations over extended ranges. Execution of successive air assault operations enable the division commander to seize and maintain the tactical initiative.

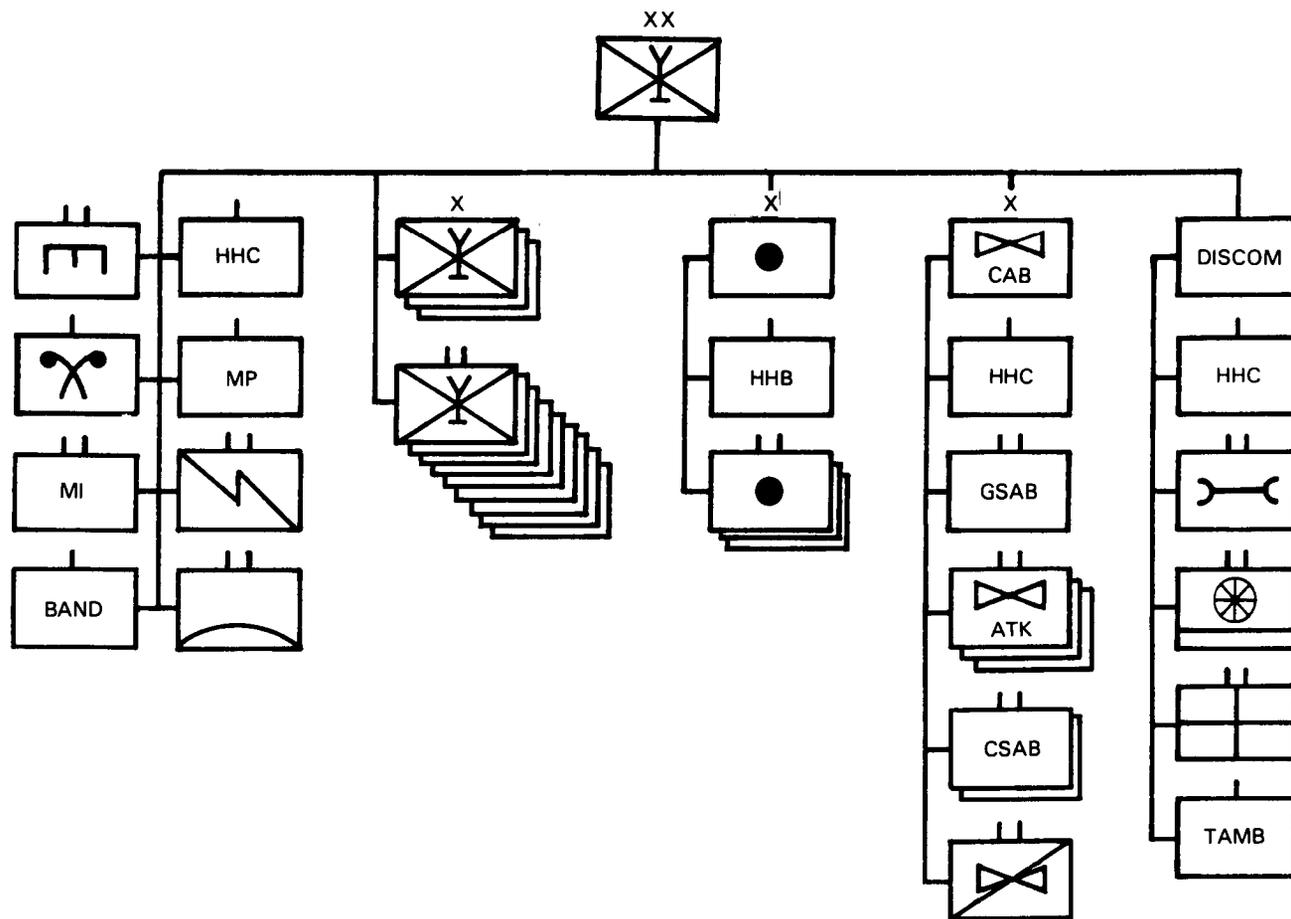


Figure 1-4. The air assault division.

Section III. THE DIVISION STAFF

1-8. The Division Commander

The division commander is responsible for everything the division does. He assigns missions, delegates authority, and provides guidance, resources, and support to accomplish the mission.

1-9. Assistant Division Commanders

Within a division there are two assistant division commanders (ADCs). The division commander prescribes their duties, responsibilities, and relationships with the staff and subordinate units. Normally the responsibilities are broken down as operations and training (or maneuver) and support. Thus, commonly a division will have an assistant division commander for operations and training

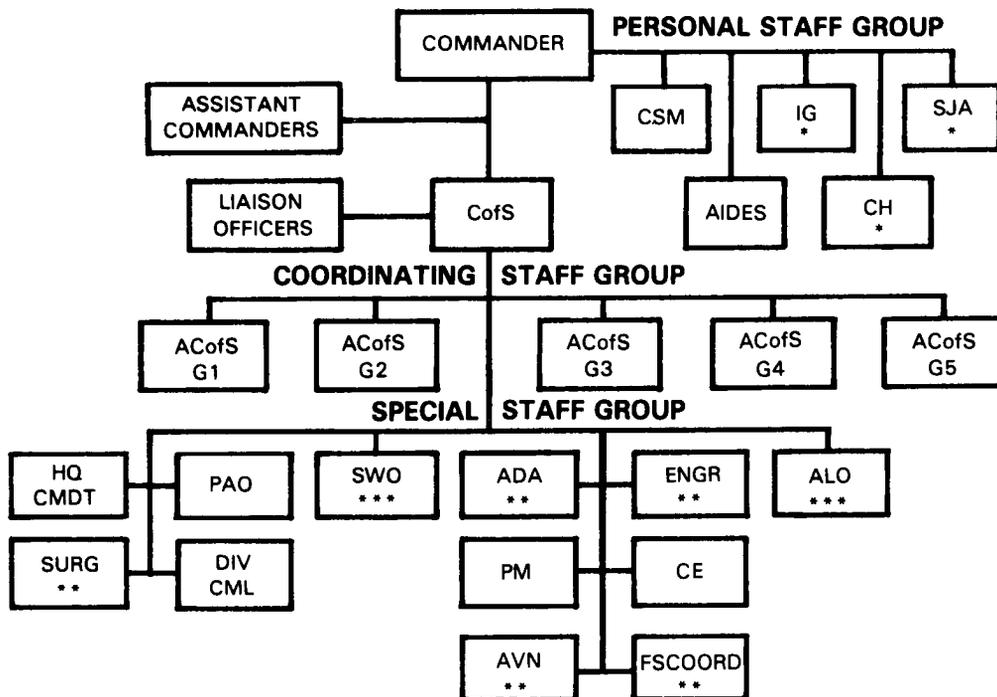
(ADC-OT) (or maneuver, ADC-M) and an assistant division commander for support (ADC-S).

1-10. Chief of Staff

The chief of staff directs the efforts of both the coordinating and special staffs. His authority usually amounts to command of the staff.

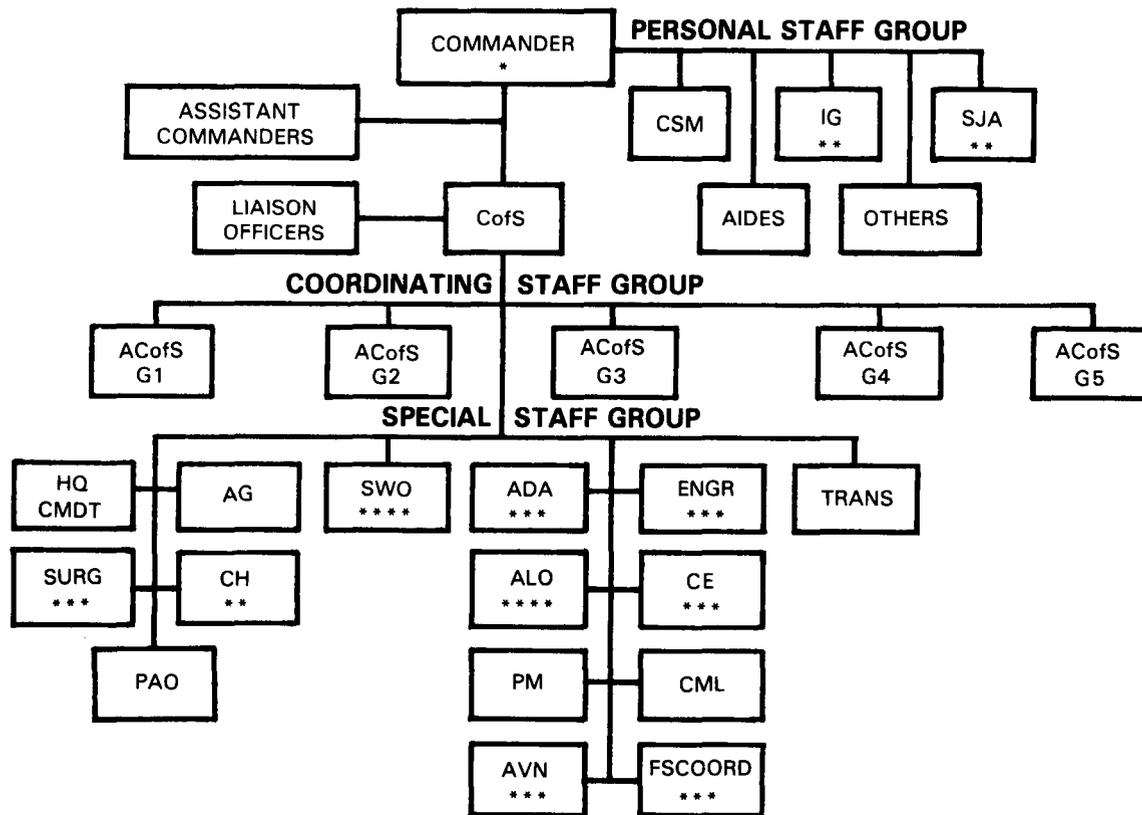
1-11. Staff Sections

The command sergeant major, G1, G2, G3, and G4 function at division level in much the same way their counterpart staffs function at battalion and brigade level (Figures 1-5 and 1-6). The G5 is the civil-military operations officer. This position is normally authorized only at division level and higher. For a detailed discussion of staff organization and functions, see FM 101-5.



- * DIRECT ACCESS TO THE COMMANDER AS A PERSONAL STAFF OFFICER AS REQUIRED. THE IG AND THE SJA, BY REGULATION (AR 20-1 AND AR 27-1), WILL BE MEMBERS OF THE PERSONAL STAFF GROUP.
- ** ALSO SUBORDINATE UNIT COMMANDER.
- *** PROVIDED BY US AIR FORCE.

Figure 1-5. Light infantry division staff.



- * SPECIAL STAFF SECTIONS HAVE BEEN GROUPED UNDER THE COORDINATING STAFF SECTION RESPONSIBLE FOR PRIMARY STAFF COORDINATION.
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Figure 1-6. Typical heavy division staff.

Section IV. THE BRIGADE

1-12. Organization of the Armored or Mechanized Infantry Brigade

The armored or mechanized infantry brigade is a combination of armored and mechanized battalion task forces (TFs) and other supporting units grouped under the command of a brigade headquarters. It participates in division or corps operations according to the principles and concepts set forth in FM 100-5 and FM 71-100.

a. Divisional Brigades.

(1) Close combat-heavy brigades are the major subordinate maneuver commands of armored and mechanized infantry divisions. The only permanent unit assigned to a brigade is its headquarters and headquarters company (HHC). The HHC provides direction and control over units assigned to, attached to, or supporting the brigade.

(2) Divisional infantry, armored, and mechanized battalions are attached to brigades: to destroy the enemy; and to seize and hold terrain. Normally, each brigade can control three or four maneuver battalions with their CS and CSS units. *When it is necessary to concentrate forces, control of more battalions may be necessary.* However, the battalions assigned to a brigade must be limited to a number that can be controlled in a very complex battle situation.

(3) With the addition of light infantry divisions to the force structure, the division commander may attach light infantry battalions to the heavy brigade for specific missions and for a short duration. Use of light forces requires careful consideration of key employment and logistics support.

(4) While the divisional brigade has no fixed slice of CS and CSS assets, it usually operates with a proportional share of the division's assets. Combined arms operations are conducted whenever appropriate. Normally, brigade support is provided by: a direct support (DS) field artillery (FA) battalion; an air defense artillery (ADA) battery; an engineer company; a forward area signal platoon; a military police (MP) platoon; combat intelligence and electronic warfare (IEW) elements; a tactical air control party (TACP); and a division support command (DISCOM) forward support battalion (FSB). Attack helicopter units may also operate with the brigade. When sorties are allocated for planning, United States Air Force (USAF) tactical air operations support the brigade.

b. Separate Brigades.

(1) Since separate brigades conduct operations under corps command, they are organized to provide their own support. Units organic to the separate brigade include—

- A brigade HHC to provide command and control (C²) and limited CS assets to include MP, chemical, and air defense (AD) elements.

- Tank and mechanized battalions to fight battles, destroy or disrupt enemy forces, and seize and hold terrain.

- An armored cavalry troop for reconnaissance, security, and economy-of-force operations.

- A direct support FA battalion to provide fire support.

- An engineer company for combat engineer support.

- A military intelligence (MI) company to assist in collecting, processing, and disseminating intelligence, and to support EW operations.

- A support battalion organized to provide CSS in the same way as the DISCOM's FSB provides CSS to divisional brigades; but with the added ability to link directly with corps support command (COSCOM) for augmentation.

(2) Additional combat, CS, and CSS units may be attached to a separate brigade as required by the brigade's mission and operating circumstances. The separate brigade may be attached to a division (less support) but is usually controlled by a corps.

1-13. Organisation of Infantry Brigades

a. Divisional Brigades.

(1) Infantry, airborne, or air assault brigades are the major subordinate maneuver commands of infantry, airborne, or air assault divisions.

(2) Normally, there are three or four brigades assigned to an infantry division, depending on operational requirements; however, most often there are three.

(3) Combat support and CSS are provided to the *brigade* by the *division*. Normally, field artillery support is provided by a light field artillery DS battalion. An engineer company, a forward area signal center platoon, combat electronic warfare and intelligence elements, and division support command forward support elements also routinely support a brigade. From time to time, attack helicopter units and USAF bombers may operate in support of the brigade.

b. Separate Brigades.

(1) Since separate brigades sometimes conduct independent operations, they are organized to provide their own support. Each is generally organized with—

- A brigade HHC to provide command and control.
- Infantry battalions to destroy the enemy and to seize and hold terrain.
- A support battalion with several support units to provide CSS.
- A combat electronic warfare and intelligence company to assist in collecting,

processing, and disseminating intelligence, and to support electronic warfare operations.

- A light field artillery battalion to provide fire support.
- An engineer company for combat engineer support.
- An armored cavalry troop for reconnaissance, security, and economy of force operations.

(2) Additional combat, CS, and CSS units may be attached to the separate brigade as required. The separate brigade may be attached to a division or placed under the control of a higher command such as a corps.

Section V. THE BATTALION

1-14. Organization of the Infantry Battalion

a. Organization. An infantry battalion is organized and equipped to give it the capabilities needed to accomplish its missions. It is large enough to engage enemy regiments using a full range of organic and nonorganic weapons and support. Also it is small enough that the battalion commander can personally lead and immediately influence the action of his units in battle.

(1) To understand the organizational structure of the battalion, one must understand the organization roles of echelons above and below the battalion and how the battalion serves as the interface for these echelons.

(2) Within the context of organizational roles, platoons normally fight as part of a company. Companies fight using their subordinate platoons as fire or maneuver elements. Battalions provide support to the companies; ensure the battlefield has depth and synchronize the various arms and services to achieve the maximum effect from the available forces. The brigade task-organizes the battalion, fitting the forces to the ground, mission, and enemy situation. Divisions provide CS and CSS

force multipliers. Corps conducts operational level warfare, providing additional CS and CSS assets in accordance with the corps main effort.

(3) To execute AirLand Battle doctrine, the infantry battalions require: adequate troop strength; an organic antiarmor capability; supporting arms; optimized task organization based upon the mission; and adequate support. These requirements are met through the organization of the infantry battalions and through augmentation and task organization where required.

b. Types of Battalions. There are six basic types of nonmechanized/nonmotorized infantry battalions: infantry, air assault, airborne, ranger, light, and mountain (Figures 1-7, 1-8, and 1-9). The fundamental combat mission of the infantry battalion, regardless of type, is to destroy or capture the enemy by fire and maneuver. To accomplish specific missions, the battalion is normally augmented with combat, CS, and CSS assets.

c. Task Organization. Normally, infantry battalions operate as table of organization and equipment (TOE) units only in garrison. For training and for combat, they are task organized for

the mission at hand. Task organizing tailors the unit to get the most from its capabilities and to minimize its limitations. It is a temporary grouping of forces designed to accomplish a particular mission. Task organization involves the distribution of available assets to subordinate control headquarters by attaching or placing assets under operational

control (OPCON) to the subordinate. Task organization is made after analyzing the considerations of METT-T. When developing the task organization, the commander must clearly understand the capabilities and limitations of his organic and supporting units; he must consider the existing command and control relationships.

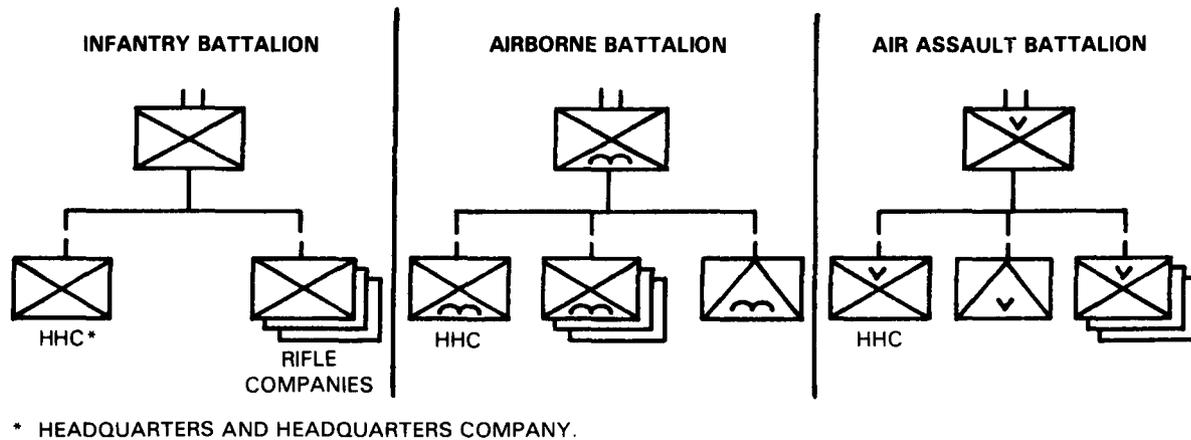


Figure 1-7. Infantry, airborne, and air assault battalions.

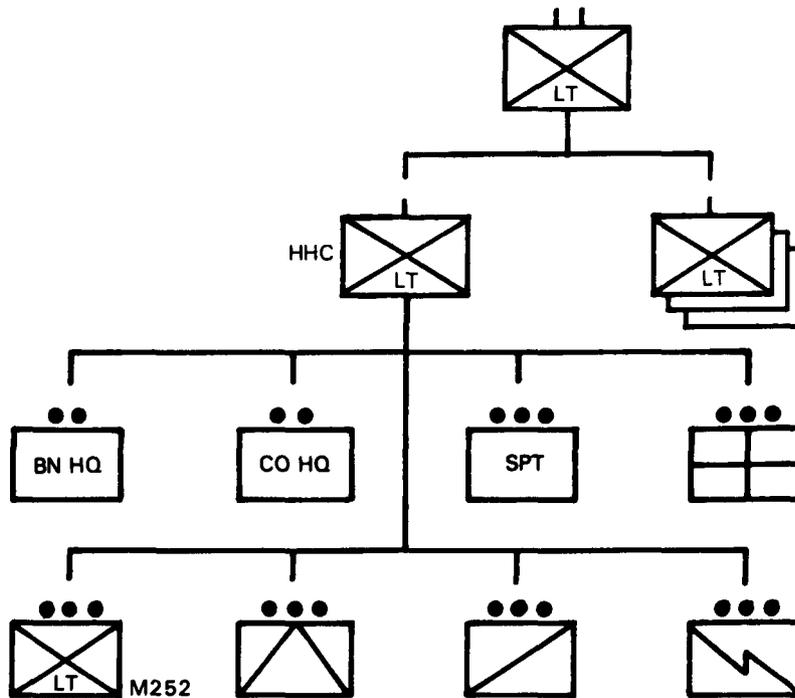


Figure 1-8. Light infantry battalion.

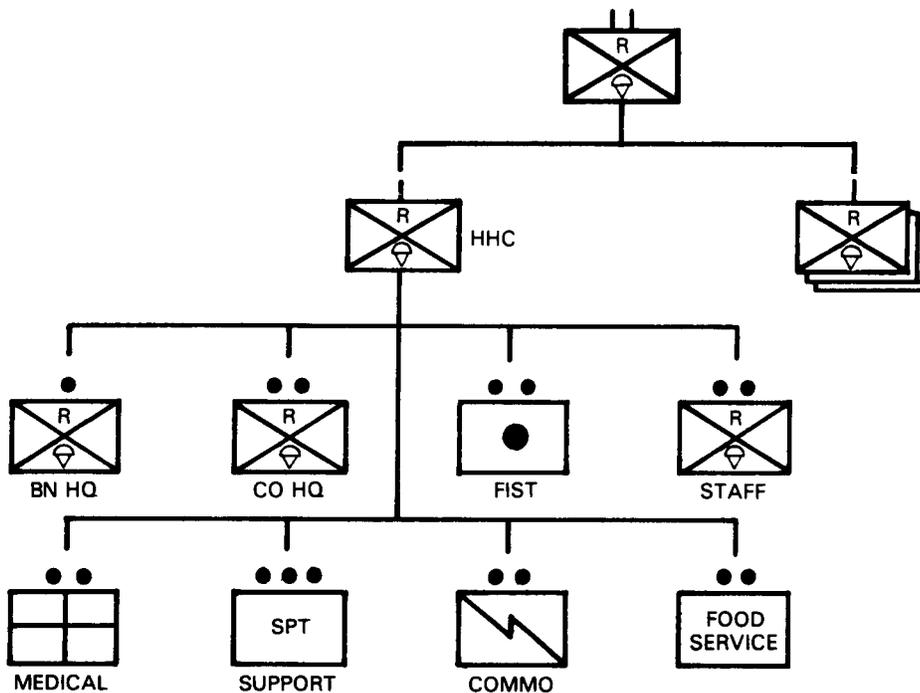


Figure 1-9. The ranger battalion.

1-15. Organization of the Mechanized Infantry and Armor Battalions

Mechanized infantry battalions and armored battalions are organized, equipped, and trained to accomplish specific missions; each type battalion has unique capabilities and limitations (Figure 1-10 and 1-11).

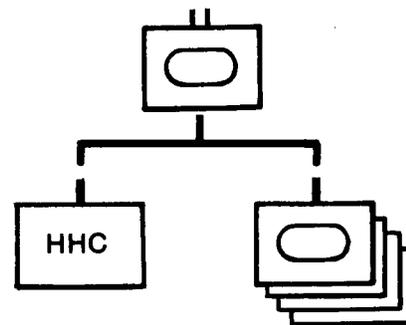


Figure 1-11. Armored battalion.

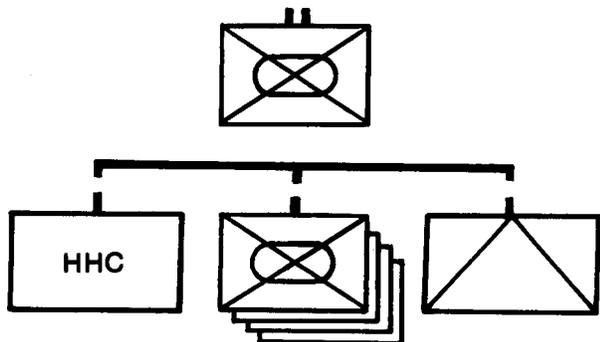


Figure 1-10. Mechanized infantry battalion.

a. Mission.

(1) The missions of mechanized infantry and armored battalions in their pure configuration are—

(a) The mission of the mechanized infantry battalion is to: destroy or capture the enemy by means of fire and maneuver; or repel his assault by fire, close combat, and counterattack.

(b) The mission of the armored battalion is to close with and destroy enemy forces using fire, maneuver, and shock effect; or repel his assault by fire and counterattack.

(2) Battalion TFs accomplish missions and tasks as part of a brigade's operation. Occasionally, TFs will conduct operations directly under a division's or an armored cavalry regiment's control; such as, participating in the higher headquarters covering force; acting as a reserve; or forming a tactical combat force in rear area operations.

b. Capabilities.

(1) The capability of the armored and mechanized infantry battalions is increased through task organization. Based on situational estimates, the brigade commander task-organizes armored and mechanized infantry battalions by cross-attaching companies between these units. As a rule, cross-attachment is done at battalion, because it has the necessary command, control, and support capabilities to employ combined arms formations. The brigade commander determines the mix of companies in a TF. Similarly, the TF commander may cross-attach platoons to form company teams for specific missions.

(2) Tank and mechanized infantry battalion TFs apply their mobility, fire power, and shock effect to—

- Conduct sustained combat operations in all environments.
- Accomplish rapid movement and limited penetrations.
- Exploit success and pursue a defeated enemy as part of a larger formation.
- Conduct security operations (advance, flank, or rear guard) for a larger force.
- Conduct defensive, retrograde, or other operations over assigned areas.

- Conduct offensive operations.

c. Limitations.

(1) Because of the high density of tracked vehicles, the battalion has the following limitations:

- Mobility and fire power are restricted by urban areas, dense jungles and forests, very steep and rugged terrain, and significant water obstacles.
- Strategic mobility is limited by substantial quantities of heavy equipment.
- Consumption of supply items is high, especially Classes III, V, and IX.

(2) Battalions are task-organized according to mission; they are routinely augmented to improve engineer, fire support, air defense, intelligence, and CSS capabilities.

1-16. Battalion Task Force on the AirLand Battlefield

a. The foundation of AirLand Battle doctrine at the TF level is classical maneuver warfare. In its simplest form, maneuver warfare involves using a part of the force to find, then fix or contain the enemy, while the remainder of the force attacks his weakest point—usually a flank or the rear. The goal is to mass enough combat power at the critical place and time to destroy or threaten the enemy with destruction, while preserving freedom for future action.

b. The TF commander must understand the intent of the brigade and division commander to properly employ his force. The TF commander develops his intent and concept and accepts risks to achieve decisive results. He seizes the initiative early and conducts offensive action aimed at imposing his will on the enemy. The objective of his maneuver is to position strength against weakness, throw the enemy off balance, and aggressively follow-up to defeat and destroy the enemy.

Section VI. THE BATTALION STAFF

1-17. Command and Control Responsibilities of the Battalion

The commander establishes a standard command and control system by defining the functions of key individuals, organizations, and facilities. He organizes his staff in a manner to accomplish the mission. He will develop a basic organization flexible enough to be modified to meet changing situations. This section discusses the individual and staff functions and responsibilities and how they are organized to facilitate command and control.

1-18. Staff

a. Commander. The commander commands and controls subordinate combat, CS, and CSS elements that are organic or attached to his unit or under its OPCON. The commander's main concerns are to accomplish his unit's mission and to ensure the welfare of his soldiers.

(1) The commander cannot win the battle alone. He must rely on his staff and subordinate commanders for advice and assistance in planning and supervising operations. He must completely understand their limits and capabilities. He must train subordinate commanders to execute his concept in his absence. Also, he must cross-train his staff to continue unit operation when staff elements suffer combat losses.

(2) The staff reduces the demands on the commander's time; they assist him by—

- Providing information.
- Making estimates and recommendations.
- Preparing plans and orders.
- Supervising the execution of orders issued by, or in the name of, the commander.

The commander assigns clear-cut responsibility for functions to unit staff officers to ensure that conflicts do not arise. As a rule, staff officers are

delegated the authority to say "yes" to requests by subordinate unit commanders. They defer to command prerogatives when the answer is "no." The staff must be responsive to subordinate unit commanders.

b. Executive Officer. The executive officer (XO) is second in command and the principal assistant to the battalion commander. The XO is prepared to assume the duties of the commander. He formulates and announces staff operating policies and ensures the commander and staff are informed on matters affecting the command. He ensures that —

- Required liaison is established.
- All staff officers, unless otherwise instructed by the commander, inform him of any recommendations or information they gave directly to the commander; or any instructions they receive directly from the commander.

He represents the commander, when required, and exercises supervision of the tactical operations center (TOC) and its operations.

c. Command Sergeant Major. The command sergeant major (CSM) is the senior NCO in the unit. He acts in the name of the commander when dealing with other NCOs in the unit; he is the commander's primary advisor concerning the enlisted ranks. He is not an administrator, but must understand the administrative, logistical, and operational functions of the unit to which he is assigned. Since he is normally the most experienced soldier in the unit, his attention should be focused on operations, training, and how well the commander's decisions and policies are being carried out. He is the senior enlisted trainer in the organization. He coaches and trains first sergeants and platoon sergeants; he works very closely with company commanders in this regard. He maintains close contact with subordinate and attached unit NCOs. The CSM may act as the commander's representative in supervising critical aspects of an operation. For example, he may help control movement through a breach in an obstacle; at a river crossing, or may assist in passage of lines. The CSM normally leads the advance/quartering party during a major

movement. He may also help in the CSS effort during the battle.

1-19. Coordinating Staff

a. S1 (Adjutant).

(1) The S1 has primary responsibility for all personnel matters. This responsibility includes maintenance of unit strength and personnel service support. He is responsible for replacement policies and requirements; unit strength and loss estimating; morale support; and battalion administration. The S1 exercises staff supervision of medical, legal, religious, safety, and civil affairs (including civilian labor) assets. Additionally, he monitors postal services and public affairs. The S1 is responsible for administrative support for enemy prisoners of war, civilian internees, and staff supervision of casualty evacuation.

(2) The S1 operates from the field trains with the S4. He shares supervisory responsibility for logistics operations with the S4. The S1 and S4 must cross-train to be able to conduct continuous operations. The term "operate" does not mean that the S1 stays at one location at all times; he will move around as necessary to accomplish his mission.

b. S2 (Intelligence Officer). The S2 exercises overall staff responsibility for intelligence. He prepares the intelligence preparation of the battlefield (IPB) with the commander and S3 using—

- Higher collection sources.
- Ground and aerial reconnaissance.
- Observation posts.
- Ground surveillance radar.
- Target acquisition.
- Electronic warfare assets.

In conjunction with the IPB process, he prepares and disseminates intelligence estimates.

c. S3 (Operations and Training Officer). The S3, as the operations officer, is the commander's principal assistant for coordinating and planning the battle. The S3—

- Monitors the battle.
- Makes sure that CS assets are provided when and where required.
- Anticipates developing situations.

He advises the commander on—

- Combat and CS matters.
- Organization and training.
- Operational matters during the battle.

He prepares the operations estimate and conducts planning and coordination with other staff sections resulting in published operation orders, operations plans, and training programs. In conjunction with his planning duties, he is responsible for psychological operations (PSYOP); electronic warfare (EW) activities, operations security (OPSEC); deception; and (in conjunction with the S4) tactical troop movement. He establishes priorities for communications to support tactical operations and coordinates with XO and battalion signal officer on the location of the main command post (CP).

d. S4 (Logistics Officer). The S4 has primary staff responsibility for determining CSS requirements and priorities. His section is responsible for the procurement, receipt, storage, and distribution of supplies; for transportation of units, personnel, and CSS items to their required locations. He designates lines of movement and locations of CSS elements; prepares and develops CSS plans in concert with the current tactical plan. The S4 is responsible for the preparation, authentication, and distribution of CSS support plans and orders when published separately. The S4 establishes the requirements for civilian labor and the collection and disposal of excess property, salvage, and captured material.

e. Battalion Maintenance Officer. The battalion maintenance officer (BMO) plans, coordinates, and supervises the maintenance and recovery efforts of the maintenance platoon and ensures that adequate maintenance support is provided to the TF. Although a staff officer in the battalion headquarters, he is also the maintenance platoon leader. The maintenance warrant officer assists the BMO by providing technical assistance and supervision of the maintenance platoon. The BMO supervises the unit maintenance collection point (UMCP) in the armored and mechanized infantry battalions only.

1-20. Special Staff

a. S3 Air. The S3 air, the principal assistant to the S3, is normally in the TOC. He assumes the duties of the S3 in his absence. He coordinates the employment of close air support (CAS) with the fire support element (FSE) and the TACP, as well as the air defense section leader.

b. Nuclear, Biological, and Chemical Personnel. The assistant S3/chemical officer is assigned to the S3 section of combat battalions with a chemical NCO as his assistant. A decontamination specialist is assigned to the HHC of airborne and air assault battalions. The chemical officer and NCO train and supervise the battalion decontamination crew. During combat operations, chemical personnel provide a 24-hour capability within the S3 section to receive, correlate, and disseminate information on nuclear, biological, and chemical (NBC) attacks. They consolidate subordinate units' operational exposure guide (OEG) radiation status and report to higher headquarters as required. They provide recommendations concerning mission-oriented protection posture (MOPP) levels and employment of supporting NBC reconnaissance and smoke units. If the unit comes under NBC attack, battalion NBC personnel organize and establish a battalion NBC center, supervise activities of radiological survey and monitoring teams; chemical detection teams; and coordinate and supervise decontamination missions conducted with or without support level decontamination assets.

c. Tactical Intelligence Officer. The tactical intelligence officer works under the supervision of the S2; he is part of the two-man battalion information coordination center (BICC). The BICC'S

primary responsibility is to manage the unit intelligence collecting, processing, and disseminating effort for the S2. The BICC develops and initiates the reconnaissance and surveillance (R&S) plan; identifies requirements that cannot be met by the battalion's assets; and notifies the brigade S2.

d. Battalion Communications-Electronics Staff Officer. The battalion communications-electronics staff officer (CESO) advises the commander and staff officers on all communications-electronics matters. He plans, manages, and directs all aspects of the unit communications systems. The CESO exercises staff supervision over the communications activities of subordinate and attached units; he plans and supervises the integration of the unit communications system into the communications systems of higher, lower, and adjacent headquarters.

e. Surgeon. The surgeon advises and assists the commander on matters concerning conservation of the fighting strength of the command to include preventive, curative, retroactive care, and related services. The surgeon (medical platoon leader), with the aid of the physicians' assistant, operates the battalion aid station (BAS) at the combat trains. He and medical assistants provide training for the medical platoon; treatment for the wounded and sick; and information on the health of the battalion to the commander. A Medical Service Corps officer, field medical assistant, assisted by the platoon sergeant, handles the administration and logistics of the medical platoon. Refer to Appendix A for training procedures.

f. Chaplain. The chaplain is normally a member of the commander's personal staff and has direct access to the commander. The chaplain exercises the necessary staff authority for developing, coordinating, and executing the Religious Support Plan. The chaplain advises the commander and staff on matters of religion, morals, and morale, and on the influence of indigenous religious groups and customs on the commander's courses of action. Additionally, the chaplain facilitates soldiers' free exercise of their religious rights, beliefs, and worship practices, and makes recommendations for ethical decision-making and moral leadership programs (FM 16-1).

1-21. Other Staff Assets

a. Headquarters and Headquarters Company Commander. The HHC commander has the responsibility of ensuring that the command facilities are provided logistical support (Figure 1-12). Normally, he places his XO with the main CP to supervise support, security, and movement. He locates himself at the field trains to monitor and coordinate all battalion activities there. He uses land lines and messengers to control all elements in

the field trains and communicates with the combat trains using the administration/logistics net (a frequency modulation (FM) radio net). The HHC commander is available for other tactical missions as dictated by the estimate of the situation. These roles normally come into play during operations other than sustained ground combat. They may include coordination and control of the reconnaissance/counter-reconnaissance effort; combat patrols; or any other task designated by the battalion commander.

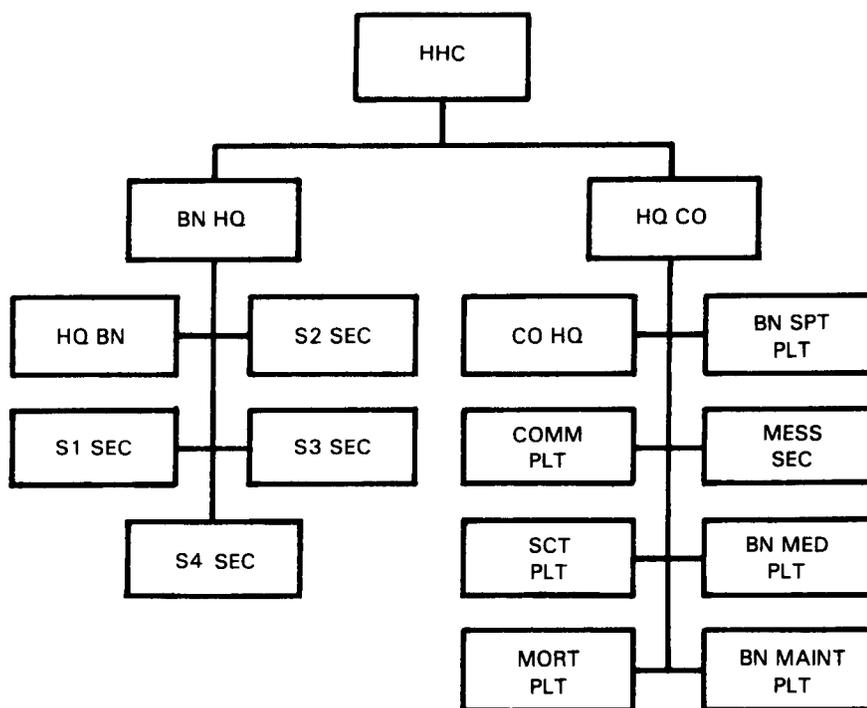


Figure 1-12. Headquarters and headquarters company, infantry battalion (mechanized).

b. Fire Support Officer. The integration of fire support into the maneuver operation is a decisive factor in the success of battle. The maneuver commander is responsible for the whole of his operation including the fire support plan. The fire support officer (FSO) is responsible for advising the commander on the best available fire support resources; for developing the fire support plan; for issuing the necessary orders in the name of the commander and for implementing the approved fire support plan. The FSO normally locates with the commander, but it may be necessary to locate where he can communicate best.

c. Air Defense Artillery Officer. The senior leader of any supporting ADA unit(s) advises the commander on employment of ADA assets. During the planning process, he is at the main CP to ensure the integration of air defense into the concept of operation. During the execution of the plan, he positions himself to best command and control the air defense assets. He monitors the command net to remain responsive to the needs of the commander. He also monitors the early warning net to assist in the acquisition and dissemination of early warning information as a member of the Army airspace command and control system.

d. Engineers. The leader of the supporting engineer unit advises the commander on employment of engineer assets. During the initial planning, he is at the TOC to advise the commander on employment of his unit. During the battle, the engineer unit provides a representative with a radio at the TOC, if possible, to coordinate the engineer effort. If no representative is available, the TOC periodically monitors the engineer net. Regardless of the system used, the engineer leader is responsible for maintaining constant communications with the battalion.

e. Antiarmor Company Commander/Platoon Leader (Light Battalion). This leader advises the commander on the tactical employment

of his weapon systems. He may serve as a fourth maneuver element or as an alternate battalion CP when properly task-organized.

f. Scout Platoon Leader. He advises the commander and the S2 on the employment of his element. He is responsible for conducting tactical reconnaissance in support of the battalion.

g. Battalion Mortar Platoon Leader. He advises the battalion commander and the FSO on tactical employment of the battalion mortar platoon; he may assist the FSO with his fire support coordinator (FSCOORD) responsibilities. His platoon headquarters may also serve as an alternate CP.

Section VII. THE DIVISIONAL ARMORED CAVALRY SQUADRON

1-22. Mission

The squadron is employed under divisional control. The squadron or any of its troops may be temporarily attached to or placed under the control of a brigade, although this should not be routine. The squadron will locate itself based on its mission and whom it is supporting. Subordinate elements of the squadron are organized for combat and used as dictated by the factors of METT-T. At squadron level, this occasionally involves cross-attachment of platoons between cavalry troops and augmentation with armored or mechanized infantry companies. Normally troops operate as organized.

1-23. Divisional Armored Cavalry Squadron

a. Organization. An armored cavalry squadron assigned to an armored or mechanized infantry division contains a headquarters and headquarters troop (HHT), two armored cavalry troops, and two air cavalry troops (Figure 1-13).

b. Organization for Combat. The squadron may be used as organized or reinforced, as is the

regimental armored cavalry squadron. The squadron is normally under division-d control. The squadron or one of its troops may be temporarily attached to or placed under OPCON of a brigade. Subordinate elements of the squadron are organized for combat and used in the same way as subordinate elements of the regimental armored cavalry squadron. Squadron command and control parallels that of the regiment, differing only in scope of operations and level of command.

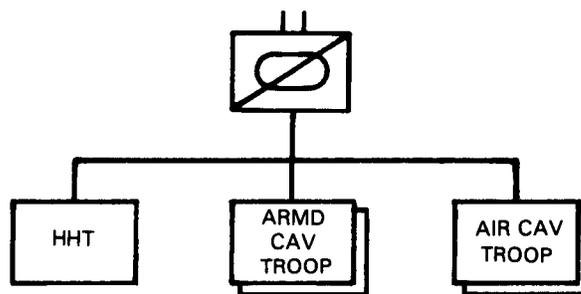


Figure 1-13. Armored cavalry squadron (heavy division) (H).