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HEADQUARTERS
DEPARTMENT OF THE ARMY
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MILITARY INTELLIGENCE BATTALION (COMBAT ELECTRONIC WARFARE INTELLIGENCE) (DIVISION)

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MILITARY INTELLIGENCE BATTALION (COMBAT ELECTRONIC WARFARE INTELLIGENCE) (DIVISION)

_____ PREFACE

A divisional military intelligence battalion (combat electronic warfare and intelligence (CEWI)) is found in each US Army division. This battalion provides intelligence collection and analysis, electronic warfare capability, and operations security support to divisional units. It is organized around a headquarters and headquarters company, a collection and jamming company, a ground surveillance company, and a service support company.

As a general rule, the battalion provides direct support to the division's brigades and general support to the division as a whole. To understand military intelligence battalion operations, the reader should be familiar with both brigade and division operations. Brigade operations are described in FM 71-3, **Armored and Mechanized Brigade Operations,** and in FM 7-30, **The Infantry Brigade.** Division operations are described in FM 71-100, **Armored and Mechanized Division Operations** and FM 71-101, **Infantry, Airborne and Air Assault Division Operations.** Military Intelligence (MI) battalion operations are described in the pages to follow.
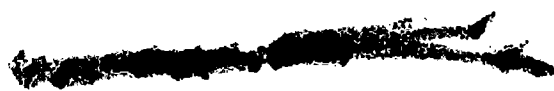
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FM 34-10

MILITARY INTELLIGENCE BATTALION (COMBAT ELECTRONIC WARFARE INTELLIGENCE) (DIVISION)

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CHAPTER 1
Army Tactical Intelligence Operations

The Army's primary objective is to win the land battle—to fight and win in battles, large or small, against whatever foe, wherever and whenever the US Army may be sent to war. It is impossible to know when or where we will again be ordered into battle. We must assume the enemy will possess weapons generally as effective as ours and in greater numbers than we will be able to initially deploy.

Therefore, the first battle of the next war could well be the last. Belligerents could be quickly exhausted, and international pressures to stop fighting could bring about an early cessation of hostilities. The United States could find itself in a short, intense war—the outcome of which may be dictated by the results of initial combat. Today the US Army must, above all else, prepare to win the first battle of the next war. Once the first battle is won, the US Army must aim at emerging triumphant from the second, third, and final battles as well.

CONTENTS

THE ENEMY
IN MODERN BATTLE

Threat forces facing the North Atlantic Treaty Organization (NATO) allies and major threat forces in other important areas of the world possess large manpower and military resources. For the most part, potential enemies of the United States are organized, equipped, trained, and tactically schooled in Soviet military concepts. Fundamental to these concepts are several cardinal ideas. These are:

Mass—Victory is most easily and, in the end, economically achieved by overwhelming the enemy with numbers.

Momentum—Numbers combined with speed destroy an enemy quickly; and although losses may be high at the outset, quick collapse of the enemy makes the mass-speed combination more economical in the long run.

Continuous Combat—By applying mass continuously, regardless of time of day or weather conditions, momentum is achieved and sustained, overwhelming enemy forces and destroying their will and ability to defend.

Offense—Threat forces defend primarily to permit an attack somewhere else, to regroup forces, or as an interlude between offensive operations. As a general rule, they believe it is necessary to attack to achieve decisive results.

Threat Equipment Capability

In world areas of most concern to the United States, Threat forces are primarily armored. They have a comprehensive combined arms team of tanks, armored infantry fighting vehicles, antitank guided missiles (ATGM), self-propelled field and air defense artillery, tactical fighter bomber aircraft and armed helicopters, self-propelled rapid launch tactical bridging, and supporting mobile equipment.

Threat forces train extensively for operations on a battlefield where nuclear, biological, and chemical (NBC) weapons are used. They carry a complete array of individual and vehicular NBC protective gear. Newer Threat armored vehicles provide pressurized protection for crews.

The Threat electronic warfare (EW) capability is substantial and impressive. It includes radio intercept, direction finding, jamming, and deception. Threat forces use EW together with fire support to deny the enemy use of his electronic systems and to protect Threat electronic systems. These operations are called radioelectronic combat.

It will be normal for Threat forces to systematically analyze US Army communication and noncommunication emitters. The Threat can be expected to try and destroy or degrade better than 50 percent of enemy divisional command control and weapon-system communications by suppressive fires and electronic jamming. This done, Threat believes that the remaining enemy command control will be ineffective.

The battlefield will be dense with high quality complementary weapons of all types, and there will be an intense fight in which large numbers on both sides are likely to be destroyed very quickly. The air over the battlefield will be dense with air defense and artillery fires. Successful employment of fighter bombers and attack helicopters will be highly dependent on successful suppression of enemy air defenses. Command control will be difficult because of the density of systems, intensity of the fight, and also because of extensive EW aimed at disrupting it. Mobility will be difficult to achieve because of considerable countermobility factors. These will include natural and man-created obstacles, destroyed equipment and units, artificially created smoke, natural smoke and dust of battle, and disrupted command control systems.

Threat Soldiers and Their Leaders

The Threat soldier is first a field soldier. He spends most of each training day learning to live and fight in the field. For him, theory is no substitute for practice in field living and operations.

Most Threat soldiers are highly motivated, sometimes through fear of their leaders or because of political indoctrination. They believe in the rightness of their system—they know no other. Threat soldiers in battle are tough, callous, and good fighters. They are indifferent to hardship, especially when they believe they are righteously defending their country against aggression.

Threat leaders demand instant and unquestioned obedience from their subordinates. Regimental and battalion commanders do not allow subordinate leaders to exercise initiative. So, an unexpected situation on the battlefield can place the small unit leader at a momentary loss. For example, if unforeseen successes occur, small unit commanders will likely await new orders or respond in a stereotyped fashion rather than use initiative to take immediate advantage of the situation.

Threat Tactics

In the offense, following closely the concepts of mass, momentum, and continuous operations, Threat tactics focus clearly on concentration of numerically superior forces and firepower. These are combined for frontal attacks, enveloping maneuvers, holding attacks, and deep thrusts into the enemy rear by armor-heavy combined arms forces. Threat commanders believe they must build up an offensive momentum which will allow their forces to advance 30 to 50 kilometers a day during non-nuclear operations, and 60 to 100 kilometers a day during nuclear operations. Momentum of the attack is sustained by echelonment of forces in depth so that succeeding echelons can pass through or around the first echelon, join the fight with fresh forces, and press on to achieve and maintain continuous operations.

The defense is seen as a temporary condition. Threat forces defend while seeking an opportunity to attack, or as an economy of force measure to support an attack elsewhere.

Combined arms operations and units are important considerations in Threat tactics. Motorized rifle troops and tanks consistently operate together; ground operations are always supported by extensively planned artillery fires. Units are organized so they can be adapted to changing combat requirements by the attachment of large numbers of supporting units.

Echelonment of forces is an important Threat concept during both offensive and defensive operations. Each commander to battalion level determines the number of echelons required for an operation. It is normal to have two. Commanders are permitted to retain reserves. These may consist of motorized rifle or tank units, artillery, anti-tank, engineer, chemical, and other units as required. The size of the reserve varies, but is normally small. The reserve is the commander's contingency force. He uses it to replace destroyed units, repel counterattacks, and provide local security against airborne/heliborne and partisan operations. It also acts as an exploitation force to influence the outcome of the operation.

As the basis for all fire planning, Threat forces that possess nuclear and chemical weapons plan for the employment of these weapons in both offensive and defensive operations. Nuclear and chemical fires may be combined and coordinated with non-nuclear/chemical fires and air attacks, and exploited rapidly by ground and air assault forces. Nuclear and chemical weapons may be employed together or separately. Each may be employed with biological agents.

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When nuclear and chemical weapons are used, Threat force tactics are similar to those employed when they are not used.

If the enemy is likely to use nuclear, biological, or chemical weapons, it is necessary to prescribe a mission oriented protective posture (MOPP) for the division. The decision is based on the Threat, mission, work rate, and temperature. The commander specifies the degree of protection for divisional troops. An example of MOPP is having all soldiers wear protective clothing and masks. For further discussion of a MOPP, see FM 21-40, **NBC (Nuclear, Biological, and Chemical) Defense.**
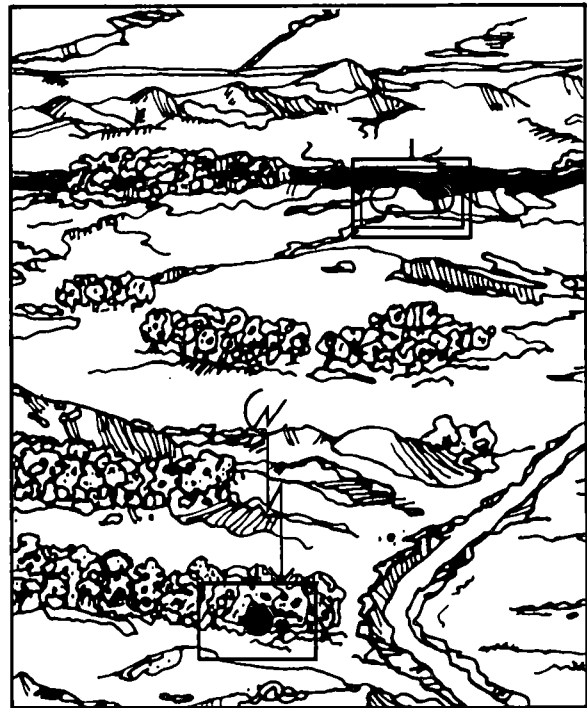
TACTICAL INTELLIGENCE

In order to defeat an enemy attack, US Army forces must first destroy enemy assault forces by fire and maneuver. At the same time, succeeding forces must be delayed and disrupted by fire or by fire and maneuver. When the situation permits, US Army forces attack to disrupt the enemy so that he is unable to continue on his planned course of action.

To do this, US Army forces must have information about the enemy: his strengths, locations, direction of attack or area selected for defense, and his ability to conduct combat operations. There are generally two categories of information which are important to combat commanders. They are combat information and intelligence.

Combat Information and Intelligence

Combat information is raw data which can be passed directly to combat and combat support units to be used for fire and maneuver, without interpretation, analysis, or integration with other data.

Intelligence is data which requires some form of validation, integration and comparison with other data, or analysis before it can be used or fully exploited.

Typical Combat Information Flow

Typical Intelligence Flow

Combat information, even though used, may still be of vital importance as intelligence. In such case, the same data can be both, but in sequence. Intelligence collection systems acquire a great deal of combat information. These systems must provide for immediate access to such data by commanders for combat action. Commanders must insure that intelligence collectors have the necessary communications to rapidly provide combat information to those who need it. At the same time, it is sent upward for processing.

Direction of tactical intelligence operations begins with the combat commander. Each commander needs information about enemy forces that can influence his operations. Commanders also plan for the attack of those enemy forces. Tactical intelligence, therefore, must satisfy requirements of commanders at several echelons.

Corps generally conducts offensive operations by massing fires or forces against enemy flanks, gaps, or rear; by seeking to avoid enemy strength; by going against enemy weak areas; and by using economy of force in areas from which enemy forces have been withdrawn. Divisions attack first and second echelon defenses. Corps plan operations against deeper defensive echelons, reserves, and reinforcing forces. Divisions normally defend against assaulting enemy divisions. Corps interdicts second echelon enemy divisions of first echelon enemy armies. This is done to disrupt and delay those forces before they can join the battle.

The corps commander commands operations against the enemy main effort. At the same time, he must direct the interdiction battle against follow-on enemy forces, handing those forces off to divisional commanders as those forces close and become part of the divisional battle.

Areas of Influence and Interest

Commanders normally think in terms of time and space necessary to defeat or bypass an enemy force before it can be reinforced. Commanders then view the battlefield in terms of areas over which they must exert influence immediately; or which are of interest because enemy forces there can affect future operations. Areas of influence and interest are significant because they generate, in general terms, commanders information requirements.

An area of influence is that part of the battlefield where a commander must be able to acquire targets and bring fire to bear against enemy forces, with weapons under his direction. As a general rule, each echelon of command plans for operations within its area of influence.

An area of interest is that part of the battlefield which extends beyond the area of influence, in depth and width, to include areas in which enemy forces capable of affecting a commander's future operations are found. Information about forces in the area of interest, beyond the area of influence is generally used for planning future operations.

Each echelon of command gets information about enemy forces in its area of interest primarily from its next superior command. This information also may be produced by other services, other Army commands, and National agencies.

During combat operations, areas of influence and interest will vary—they depend on the factors of mission, enemy, terrain, and troops available.
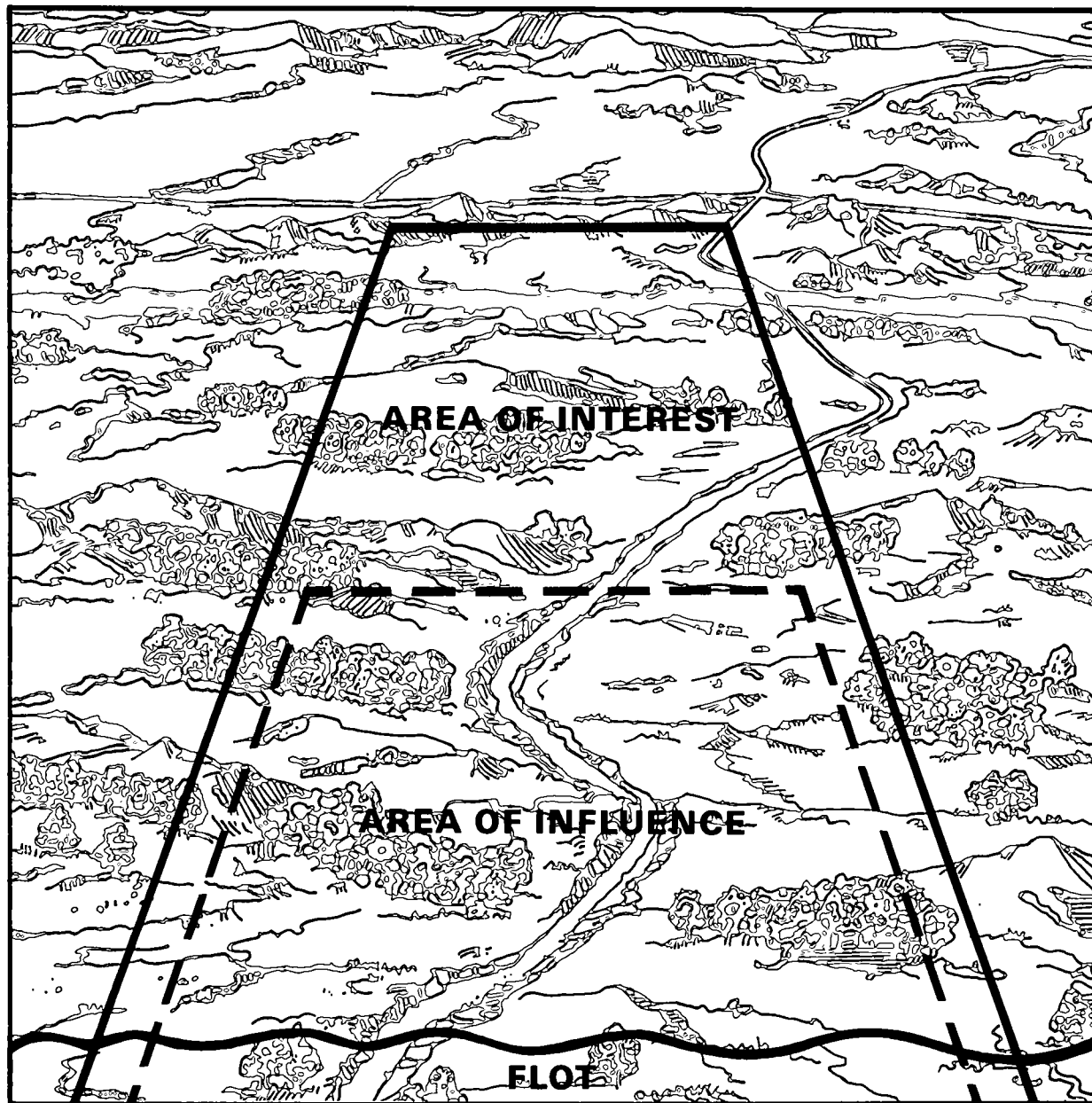
The Battlefield in Terms of Space

As a general rule, information about activity in an area of influence must be provided to a user in real time as much as possible. The definition of real time may vary with those factors of mission, enemy and terrain, and with the echelon of command requiring the information. For example, companies and battalions generally need combat information about activity in their area of influence in minutes; brigade, perhaps within 15 to 30 minutes; division within an hour; corps within 2 hours. Information about
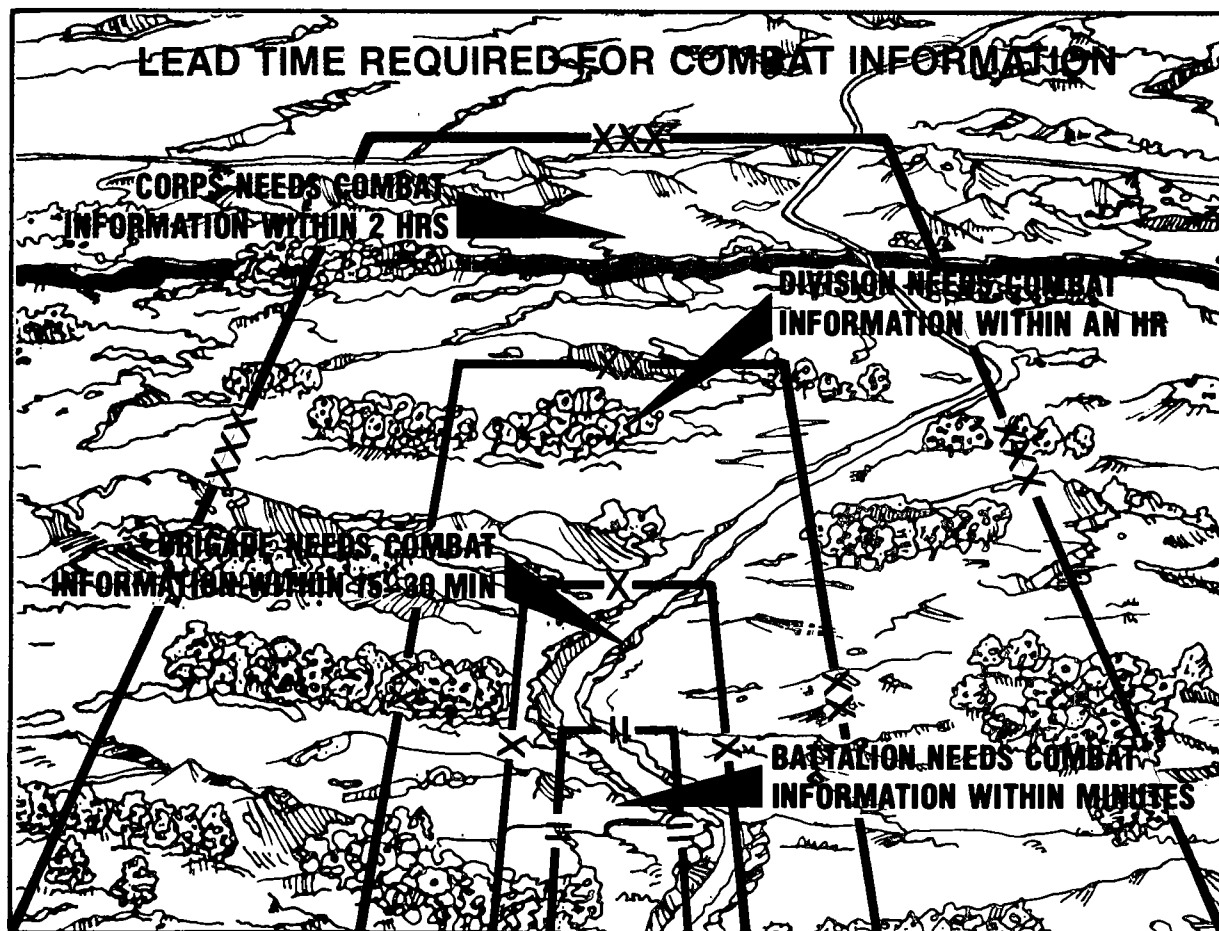
The Battlefield in Terms of Time

activity in an area of interest beyond the area of influence must be provided in time to plan for future operations.

Echelons of command responsible for operations in areas of influence also are responsible for finding, targeting, following, and reporting on enemy forces in that area. Each command uses its own collection means to collect information. Using information from all available sources, the command produces intelligence assessments and develops targets and reports. When a command is unable to cover its area of influence with its own collection means, it seeks assistance from its superior headquarters.

Maneuver Battalions

Information needs are based on enemy forces a commander fights, and forces he must be prepared to fight. Battalions fight what they can see and shoot. That is, forces out to about 3 to 4 kilometers forward of the forward line own troops (FLOT). Battalion commanders normally can plan operations in some detail up to 6 hours in the future. The battalion commander needs intelligence about enemy forces that can enter his operational area within the next 6 hours. Such forces are generally found within 15 kilometers of the FLOT. Defending battalion commanders require information about en-
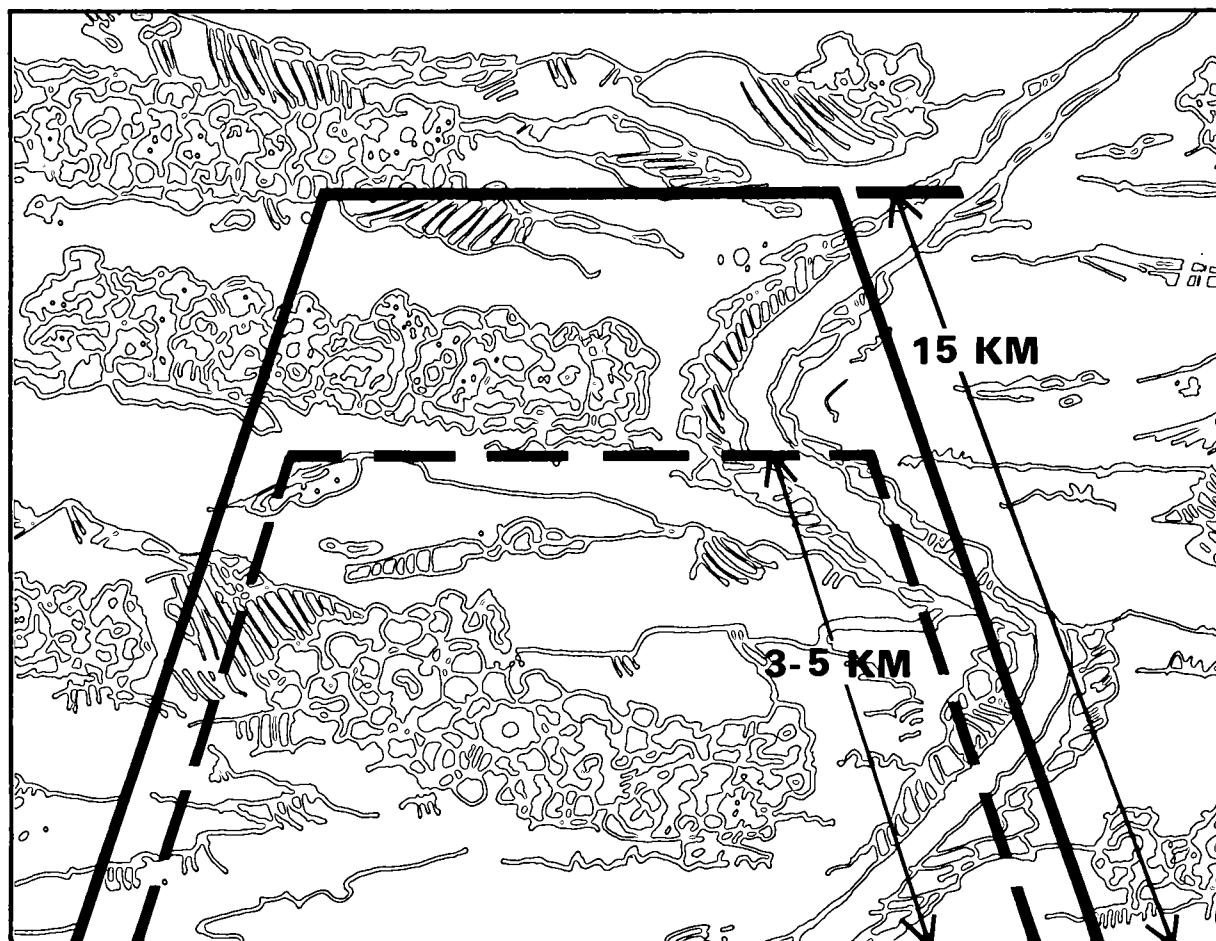
Maneuver Battalion Area of Influence and Area of Interest

emy tanks, armored personnel carriers and infantry fighting vehicles, and concentrations of troops. The information needed includes, in general terms, how many of each and where they are going. They need to know where follow-on enemy battalions are located, in what numbers, and when follow-on forces 'can be expected to join the battalion commander's direct fire battle. Attacking battalion commanders need to know where company defensive positions are, strengths, extent of obstacles and mines, and direction of any enemy movement in their areas of interest.

The primary means used to obtain information in the area of influence are battalion forces—maneuver companies, scouts, patrols, and artillery fire support teams (FIST). Divisional electronic warfare and intelligence elements may sometimes operate with battalions. Information collected by the battalion is reported to its companies, adjacent battalions, the brigade, and in some cases the division.

Information about activity in the battalion commander's area of interest, beyond his area of influence, must be provided to him by the brigade and division.

Brigade

The brigade commander directs, coordinates, and supports operations of his battal-
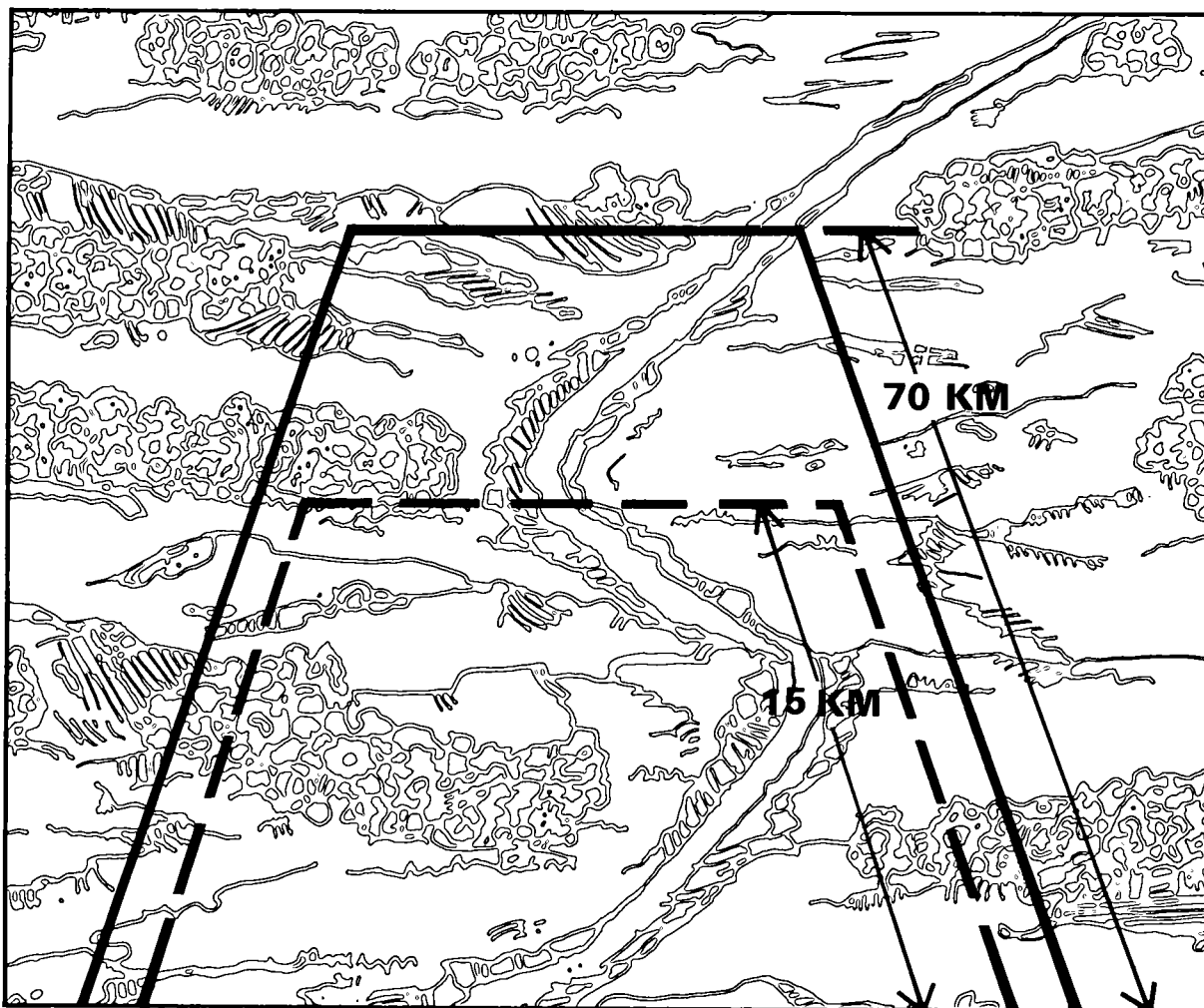
Brigade Area of Influence and Area of Interest

ions against enemy regiments. He generally plans for operations up to 12 hours in the future. Enemy forces which can affect those operations may be found within 15 to 30 kilometers of the FLOT. To plan for future operations the brigade commander needs intelligence, within 24 hours, about additional enemy forces that can close on his operational area. These forces generally can be found 30 to 70 kilometers from the FLOT.

Defending brigade commanders need information on the direction of attack of assaulting enemy regiments. They also need the

same information on follow-on regiments that can affect brigade operations.

Attacking brigade commanders need to know where defending enemy battalions are to be found, where reserves that could reinforce those battalions are located, and what they are doing.

Information about forces and terrain in the brigade area of influence is obtained by subordinate battalions, divisional or corps electronic warfare and intelligence units, field artillery target acquisition elements,
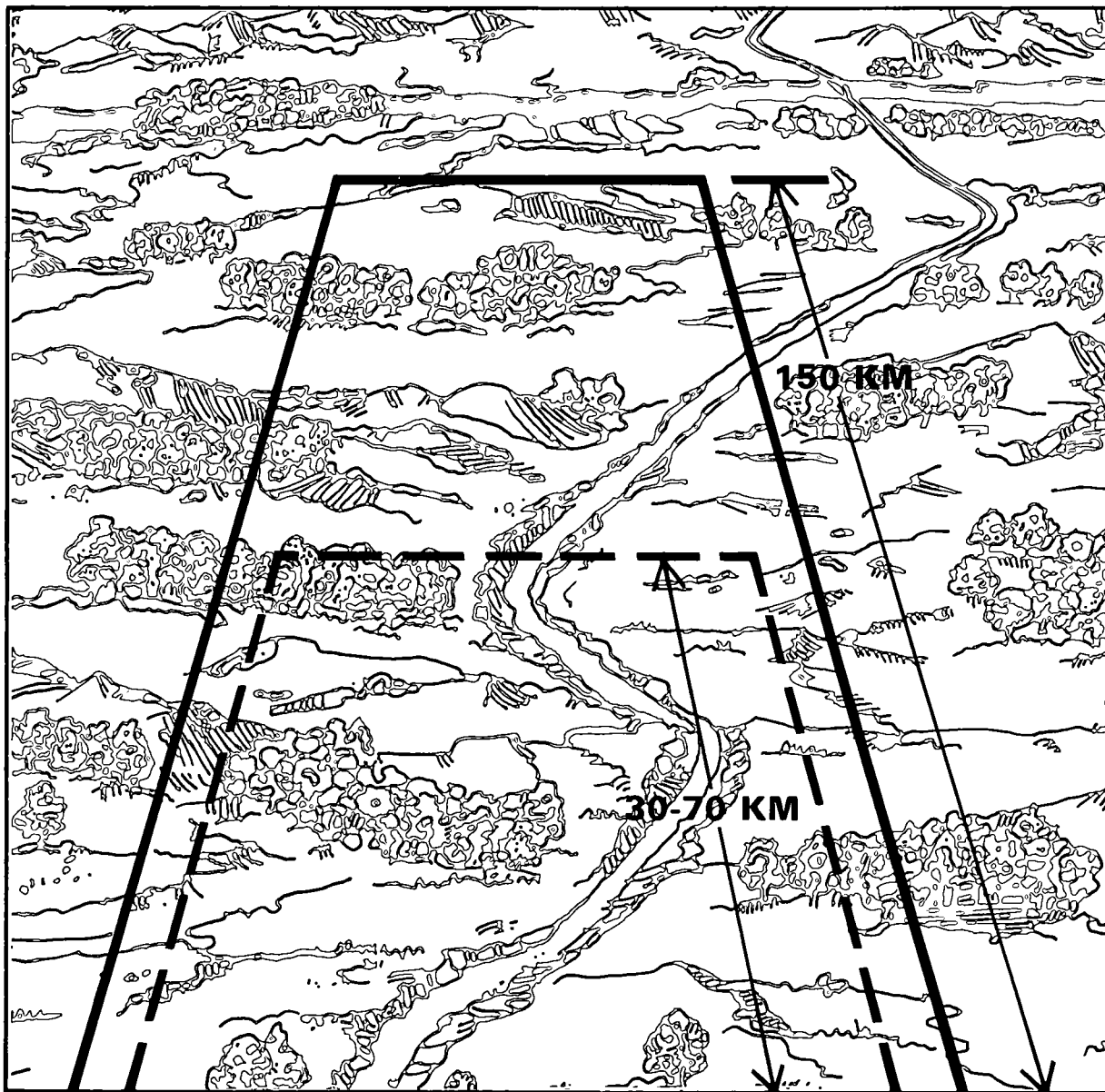
Division Area of Influence and Area of Interest

divisional or corps cavalry, and from other information collected by division and corps. Information collected by brigade is reported to its battalions, adjacent brigades, division, and in some cases, corps.

Division

The division plans and allocates resources for operations up to 24 hours in the future. 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 before they can join the battle. The attacking division commander directs, coordinates, and supports operations of his brigades against enemy battalions. The division interdicts deeper echelons, reserves, and other combat and combat support forces positioned in depth

that can affect operations of its brigades. Such forces generally are found within 30 to 70 kilometers of the FLOT.

To plan for future operations, the division commander needs information about additional enemy forces that can close on his operational area within 48 hours. Such forces generally can be found within 150 kilometers of the FLOT.

Division commanders need to know where enemy regiments are located in their area of influence, what they are doing, what they are going to do, and when. They need locations of regimental and division command posts, artillery, rocket, air defense, radioelectronic combat, and service support forces located in, and moving to, their division's area of influence.

The division also needs information about nuclear and chemical delivery units, airborne and airmobile units that may be used against the division, air defense elements that can disrupt attack helicopters or offensive air support operations, enemy units or resistance efforts in the division rear, and enemy attacks by frontal aviation units.

Information collected by the division is reported to its subordinate units, adjacent divisions, corps, and in some cases to echelons above corps.

Information about enemy forces and terrain in the division area of influence is provided to the division primarily by:

☐ Subordinate battalions.

☐ Divisional cavalry.

☐ Divisional combat electronic warfare and intelligence units.

☐ Divisional field artillery target acquisition units.

☐ Divisional air defense units.

Information about a division's area of influence also may be provided by corps units—cavalry, electronic warfare and intelligence, and air defense. Tactical air reconnaissance and echelons above corps, to include National systems, also provide information to divisions through the corps. The division integrates information from all sources to plan for operations against enemy forces in its area of influence.

The division needs the locations, strengths, and direction of movement of forces in its area of interest, beyond its area of influence, and information on when those forces will enter its area of influence. This intelligence must be provided to division by corps, tactical air reconnaissance, and echelons above corps including National systems.

Division artillery provides close support to brigades; interdicts follow-on enemy regiments; attacks enemy nuclear and chemical delivery means, non-nuclear artillery, and radioelectronic combat units. To deliver timely fire it needs target information in real time.

Divisional artillery gets its target information from:

☐ FIST with maneuver units.

☐ Corps and divisional cavalry.

☐ Tactical air reconnaissance.

☐ Field artillery target acquisition units.

☐ Corps and divisional combat electronic warfare and intelligence units.

Information collected by division artillery is provided to brigades, field artillery battalions, division, and sometimes to corps. It also is sent to the MI battalion operations center
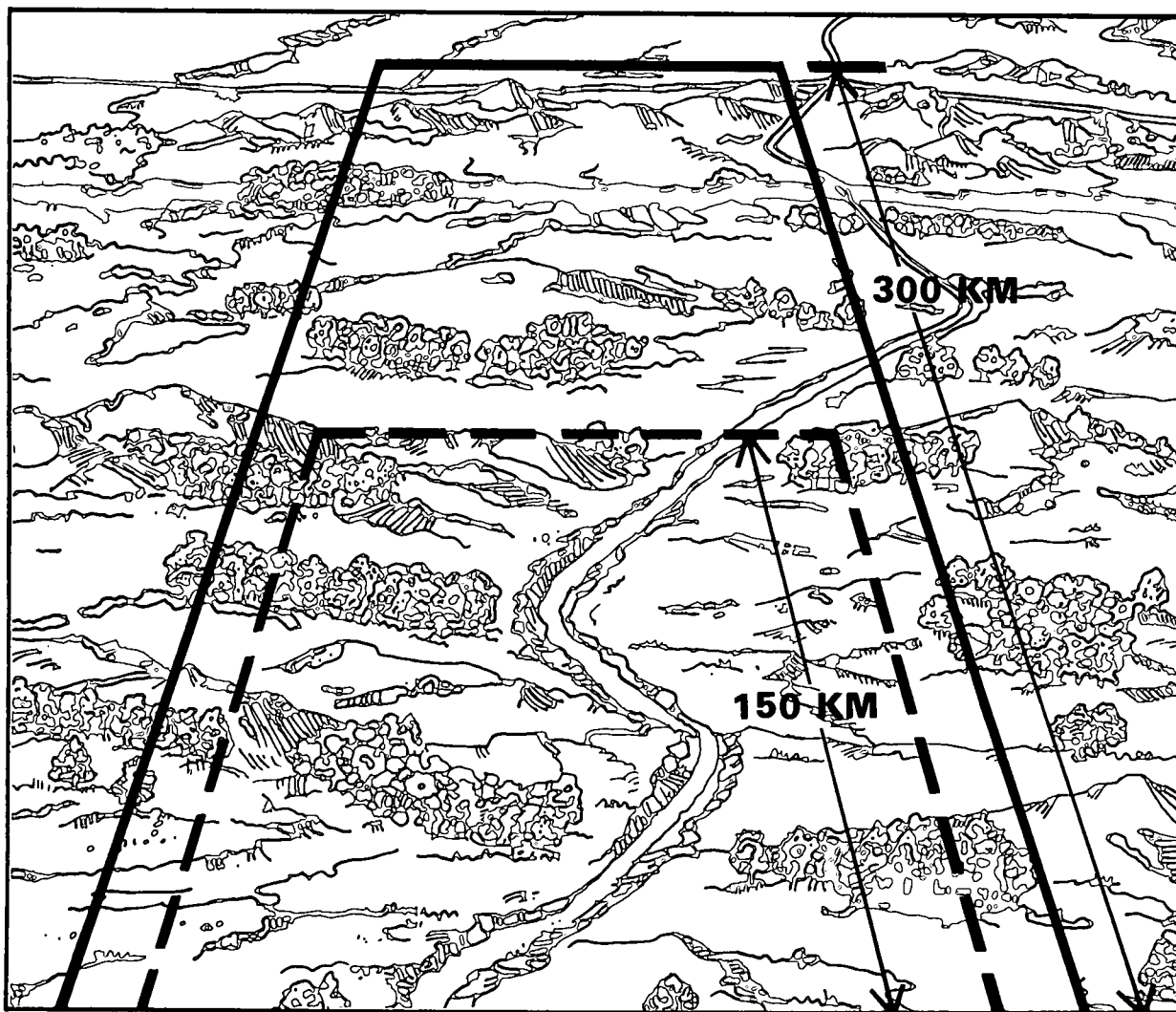
Corps Area of Influence and Area of Interest

for integration with all other information collected from multiple sources.

Corps

The corps is generally the first level of command where information from National and tactical systems is brought together.

The corps plans and allocates resources for operations up to 72 hours in the future. The defending corps commander directs, coordinates, and supports operations conducted by his divisions against assaulting enemy divisions. The corps interdicts follow-on enemy divisions to disrupt and delay those forces before they can join the battle. The attacking corps commander directs, coordinates, and supports operations conducted by his divisions against enemy regiments. The corps interdicts combat and combat support forces positioned in depth that can affect operations of its divisions. Such forces generally are found within 150 kilometers of the FLOT. To plan for future operations, the corps commander needs intelligence about additional enemy forces that can close on his operational area within 300 kilometers of the FLOT.

In its area of influence, corps needs locations of enemy divisional and Army command posts, nuclear and chemical delivery systems, radioelectronic combat units, logistic installations, communications, and frontal aviation operations centers.

Corps gets this information from:

☐ Subordinate divisions.

☐ Corps cavalry.

☐ Corps combat electronic warfare and intelligence units.

☐ Corps air defense groups.

☐ Tactical air reconnaissance.

☐ Echelons above corps—to include National systems.

Information collected by corps is provided to its divisions, adjacent corps, and echelons above corps. Corps integrates information from all sources to plan operations against enemy forces in its area of influence.

Corps needs to know generally what enemy forces are in its area of interest beyond its area of influence, where they are going, and when they are expected to enter its area of influence. This intelligence is provided by echelons above corps, to include National systems.

Echelons Above Corps (Theater Army, Army Group)

Echelons above corps direct, coordinate, and support operations against enemy armies and fronts. Echelons above corps direct interdiction of follow-on armies generally found 150 to 1,000 kilometers forward of the FLOT.

Much of the information up to 150 kilometers forward of the FLOT is provided by

division and corps, and by tactical air reconnaissance. Information on forces beyond 150 kilometers forward of the FLOT is provided by Army intelligence units, other services, and by National systems. Information collected by echelons above corps is provided to corps, other commands, and as directed, to National agencies.

INTELLIGENCE AND ELECTRONIC WARFARE PROCESS
Combat Operations

Division commanders direct division intelligence and electronic warfare combat operations. They are principal users of intelligence, and must state what unknown information is required and when it is needed. Division commanders establish priorities for electronic warfare. Based on those priorities, decisions are made to listen, jam, or destroy electronic emitters.

The G2, in coordination with the G3, puts the commander's intelligence requirements into operations orders and technical tasking for subordinate units. Generally, the division directs the following units to perform intelligence missions: cavalry squadron, artillery target acquisition, forces in contact, engineers, air defense, and combat electronic warfare intelligence units. Because of such diverse intelligence collection capabilities, management procedures are established to insure an effective and efficient collection effort. This is called collection management. Collection management is the key to satisfying the commander's requirements through collection planning, assigning missions, and evaluating collected information to determine when a requirement is satisfied. It is the process of coordinating to eliminate unnecessary duplication and multiple collection sources, and it provides for collection against targets designated by commanders.

When defending, the division uses the MI battalion to find and follow assaulting enemy

divisions and to support the defense against those divisions. When attacking, the division uses the MI battalion to find defending enemy regiments and division support reserves to support the attack. In both offensive and defensive operations the battalion supports combat forces by attacking enemy emitters using electronic means—jamming—to suppress electronic systems.

As previously stated, information provided to the commander by the MI battalion may be described in one of two ways: combat information or intelligence. They are used for targeting, target correlation, and target development.

☐ Targeting is the immediate identification and location of a target, and reporting that information to fire support elements for attack. A sensor locates a target and the information is reported directly to the fire support element.

☐ Target correlation occurs when information from more than one source must be compared, or correlated, to locate the target. This normally requires only a short time to verify.

☐ Target development is the result of target correlation and target analysis. To develop a target using analysis may require several hours or as much as a day. Consequently, target development normally is done to provide targets for air interdiction, long range fires, and attack helicopters. Target development is essential for engagement of enemy second echelon and follow-on forces.

Collection and Reporting

Combat information and intelligence are produced by using single or multiple sources to determine where enemy forces are; what they are doing; what they are going to do, for what purpose, and when. Intelligence production includes finding, following, and target-ing enemy forces. Intelligence also includes target development.

Maneuver battalions report what they see and hear. Support available to them includes ground surveillance radars (GSR), remote sensors (REMS), and may include aerial observers, counterintelligence (CI) and enemy prisoner of war (EPW) interrogation teams. Maneuver battalions report targeting information to fire support systems and to brigades. Information about enemy units not in contact, or not in line-of-sight, is provided to battalions by brigade.

Cavalry squadrons report what they see and hear. Collection requirements are found in the division collection plan. Reporting is to the division tactical operations center (DTOC) and may include the brigades.

Brigades direct intelligence collection operations based on the division collection plan and the tactical situation. The brigade S2 receives reports from maneuver units, target acquisition teams, and MI elements. Information on second echelon enemy forces approaching the line-of-contact is provided by the division.

Divisions have responsibility for target development and intelligence production. They collect and analyze enemy data throughout the division area of influence. The DTOC tracks second echelon regiments using reports from all available sources and the analytical tools of templating and critical node analysis. Intelligence is provided to the division commander, division staff, brigades, and fire support elements as it is developed. Division also reports intelligence to corps and provides appropriate summary information to subordinates to keep them aware of the enemy situation.

The **corps MI group** operates communications terminals which connect the corps to the Air Force and National intelligence systems. Information from these sources, plus that

obtained from corps units is provided to the division by corps.

Processing

Collected information is processed through analysis, to integrate data from all sources, and turn it into usable target data and intelligence products. Processing is done for the division by MI battalion elements supporting the G2/G3 staffs, and at the battalion operations center.

One element of processing is **intelligence preparation of the battlefield (IPB).** IPB involves detailed analysis of enemy, weather, and terrain within specific geographical areas. IPB is started during peacetime and continued in combat. Its purpose is to focus attention upon specific Threat forces and the potential battle area. Detailed analysis of enemy capabilities, vulnerabilities, and courses of action provides a valuable data base for the commander. Detailed and current information regarding terrain, weather, and enemy doctrine is also necessary. This provides a standard for relating changes in enemy doctrine and capabilities to specific terrain and weather. IPB is performed by intelligence and engineer terrain analysts, and Air Force (USAF) weather sections.

A second element of processing is **critical node analysis.** Critical node analysis involves processing of information necessary to identify, locate, and track key enemy units, activities, and facilities which, if neutralized or destroyed, would disrupt, degrade, or halt enemy activity.

Dissemination

Combat information and intelligence are provided to commanders and their staffs for the conduct of current operations and for planning future operations. Targeting and target development data are provided to fire support systems for immediate attack and for interdiction. There also must be systems for

rapidly exchanging intelligence between corps and divisions. And, within a division, there must be a capability to use information from one unit or sensor to cue another unit or sensor to continue collecting.

CHAPTER 2
Organization and Operations

Section I. ORGANIZATION

Tables of Organization and Equipment (TOE) detail manpower and equipment authorizations for divisional units. However, all Army units are organized under Modified Tables of Organization and Equipment (MTOE). To determine manpower and equipment authorizations for a specific unit, it is necessary to refer to the authorization document (MTOE) for that unit. Therefore, the following pages describe organization in general terms, relying on the reader to apply principles to his specific situation.

The MI battalion is organized to provide intelligence, electronic warfare, and operations security support to the division. To do this, it has:

☐ A Headquarters, Headquarters and Operations Company

☐ A Collection and Jamming Company

☐ A Ground Surveillance Company

☐ A Service Support Company

CONTENTS

√ HEADQUARTERS, HEAD-QUARTERS AND OPERATIONS COMPANY

The headquarters, headquarters and operations company (HHOC) is organized with several elements:

A Headquarters Section to provide command control. Command control is described in Chapter 3, **Command Control of Combat Operations.**

A Division Tactical Operations Center Support Element to provide support to the division tactical operations center.

A Battalion Operations Center to provide operational direction of battalion elements, analysis of information, enemy prisoner interrogation, and operations security (OPSEC) support. The battalion flight platoon is found in the battalion operations element.

COLLECTION AND JAMMING COMPANY

The collection and jamming (C&J) company is organized with **three collection and jamming platoons.** They can be organized to provide direct support to each brigade; or direct support to one or two brigades and general support to the division; or only general support to the division.

Each platoon has a headquarters, a non-communications collection team, a transcription and analysis team, a voice collection team, two communications jamming teams, an interrogation team, a CI team, and a communications security (COMSEC) team.

One collection and jamming platoon normally operates with each brigade. The platoon collects information, performs source analysis, and disseminates the information it collects. It can jam enemy electronic emitters

and provide for battlefield surveillance. The platoon also provides interrogation and OPSEC support to its supported brigade.

GROUND SURVEILLANCE COMPANY

The ground surveillance company is organized around **three surveillance platoons.** Each platoon has seven ground surveillance radar teams. When augmented, each platoon also has three remote sensor teams. As a general rule, one platoon operates in support of each brigade. When organized for combat, the number of radar and remote sensor teams may be increased or decreased depending on the brigade to be supported, its mission, and the terrain over which it is expected to operate. Besides the radar and sensor teams in the surveillance platoon, a ground surveillance radar and a remote sensor team are found in the company headquarters. These teams generally provide support to the division as a whole.

SERVICE SUPPORT COMPANY

The service support company is organized with a **headquarters section, a food service section, a communications platoon, a radio platoon, a communications and electronic maintenance platoon, and a mechanical maintenance platoon.** It provides communications, food service, and maintenance support. Food service and maintenance support operations are described in Chapter 4, **Combat Service Support.**

Section II. OPERATIONS

The MI battalion provides a variety of support to several different elements of the division. As a general rule, support provided by the battalion can be described in one of

three ways: support to the division headquarters; support to the brigades; and support to maneuver battalions. Before describing support operations, it is first necessary to understand the relationship to the battalion of two principal division staff officers, the G2 and G3.

The G2 is responsible to the division commander for (among other things), intelligence, counterintelligence, security policy, and target development. Working with the G3, the G2 develops intelligence, counterintelligence, electronic warfare support measures, and target development requirements which must be satisfied to provide the commander with information necessary to plan for and execute an operation. The G2 passes these requirements to the MI battalion through the DTOC support element, whose operations are described in subsequent pages.

The G3 is responsible to the commander for operations, plans, operations security, and training. The G3 has staff responsibility for attack of enemy electronic emitters by electronic means (jamming). The G3, working with the G2, determines essential elements of friendly information (EEFI) which must be denied the enemy to secure an operation.

The G3 plans for and directs OPSEC and electronic warfare operations for the division. The G3 assigns missions to MI battalion elements through the DTOC support element.

SUPPORT TO THE DIVISION HEADQUARTERS

The DTOC Support Element

The DTOC support element operates in the division tactical operations center to assist the G2 and G3 staffs in analyzing and directing electronic warfare, intelligence operations, and OPSEC for the division. It has a collection management and dissemination section, an intelligence production section, an electronic warfare section, a tactical command post section, an OPSEC management and analysis section, a USAF weather section, and a headquarters section.
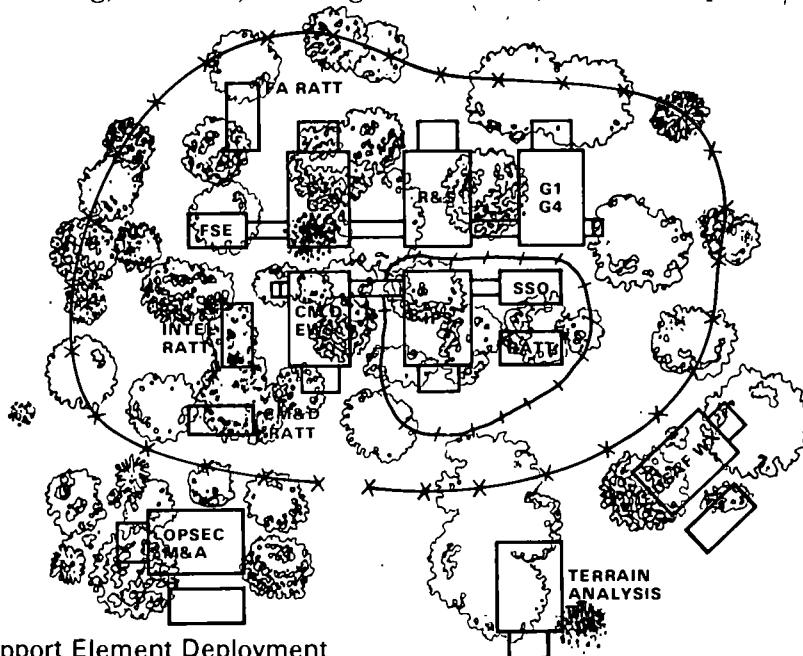
Typical DTOC Support Element Deployment

The **collection management and dissemination (CM&D) section,** under the staff supervision of the G2, provides mission management, passes collection missions to divisional units, and disseminates combat information and intelligence. Mission management provides direction and control of divisional intelligence and electronic warfare operations. It is based on requirements identified by the G2 and G3, and is set forth in a collection plan prepared by the section. The collection plan also may include requests from subordinate divisional units. The section reviews brigade collection plans to identify any gaps in coverage. Once identified, necessary action is taken to cover the gaps by divisional means.

Collection missions are passed to divisional units through fragmentary orders. Missions passed to units other than the MI battalion are released by the G3 staff. The section keeps track of the status of collection efforts through the division intelligence net.

When requirements cannot be met by divisional units, the CM&D section may request support from higher headquarters or from adjacent units. As the situation unfolds, the CM&D section redirects collection operations, as required, and cancels missions no longer necessary.

The section also provides rapid dissemination of information to those who need it. It works directly with the division fire support element to provide for immediate exchange of target information.

The **intelligence production section** (IPS) operates under the supervision of the G2. It brings together information from all sources, both from divisional units and sources outside the division, to be analyzed, processed, correlated, and integrated into products necessary to meet the commander's requirements.

It develops and maintains an extensive intelligence data base, to include data on enemy intelligence collection capabilities, enemy air defense, and electronic order of battle (EOB). It identifies gaps in the intelligence effort, and provides feedback to the CM&D section for adjustments in the collection plan. The IPS maintains an analyst intelligence situation map and target folders essential to target development.

The IPS receives National intelligence products and sensitive compartmented information (SCI) data available to the corps. The section works with the battalion operations center technical analysts to clarify, verify, and evaluate signal intelligence (SIGINT) products.

The IPS also performs the functions of intelligence preparation of the battlefield, terrain analysis, templating, and preparation of the intelligence appraisal for the G2. It is supported for detailed terrain analysis by an engineer topographic team, described on page 2-6.

The **electronic warfare section** operates under the supervision of the G3. It provides direction of EW operations. It also plans for the allocation of EW elements to meet requirements. Once requirements are determined, they are passed as missions to the CM&D section, which in turn, passes them to the MI battalion operations center. Target acquisition requirements for jamming operations are identified as collection requirements and passed to divisional units by the CM&D section.

Other functions of the EW section include:

☐ Evaluating the vulnerability of enemy emitters to electronic countermeasures (ECM).

☐ Recommending enemy targets for ECM

to support planned and current operations.

☐ Recommending to the G3 priority of effort for jamming by general support (GS) units.

☐ Preparing the EW portions of appraisals, plans, orders, and requests for electronic warfare support measures (ESM).

☐ Coordinating jamming on-off controls for planned and ongoing jamming operations.

☐ Assisting the G3 in evaluating effectiveness of divisional EW operations; recommending changes to task organization, as necessary.

☐ Evaluating enemy EW efforts, recommending appropriate electronic counter-countermeasures (ECCM).

The **OPSEC management and analysis** (OPSEC M&A) section, under the staff supervision of the G3, supports the operations section of the DTOC through OPSEC mission management. The section plans the division's operations security measures, and prepares the OPSEC annex of the operations order, OPSEC plans, and appraisals. It compares enemy information provided by the IPS with divisional signatures and profiles to identify vulnerabilities, OPSEC countermeasures, and opportunities for deception.

OPSEC support missions are developed by the OPSEC M&A section based upon OPSEC surveys, OPSEC files, Threat capabilities, operational objectives, operational risks, deception planning, and G3 guidance. Missions are passed to the MI battalion S3 through the CM&D section. It works with the G2 on tactical counterintelligence operations. The OPSEC M&A section is usually located in or near the DTOC.

Other functions include:

☐ Assisting the G3 in developing EEFI.

☐ Developing indicators which affect or may compromise the EEFI.

☐ Assisting the G3 with deception planning, and monitoring and analyzing the effect of deception operations.

The **tactical command post section** (TACCP) works under the direction of the G2 or assistant G2. This section has a small team of analysts to support the processing of intelligence in the division tactical command post. Only minimal analysis is performed by the TACCP section since the main effort is located in the DTOC. It may direct the collection effort of the division during DTOC displacement or in the event of its destruction. When the DTOC displaces, the TACCP section maintains communications with the battalion operations center.

The **USAF weather section,** under the staff supervision of the G2, provides operational weather support to the division. The section is provided to the MI battalion from the supporting USAF Weather Service Unit.

The weather section is organized with:

☐ **A Staff Weather Officer (SWO).**

☐ **A DTOC forecast element.**

☐ **A weather observing team.**

The SWO is a member of the special staff. He normally operates in the CM&D section of the DTOC support element and maintains communications with the DTOC forecast element.

The DTOC forecast element maintains the weather data base, analyzes weather data and products, and issues weather information and intelligence to divisional units. It operates the division weather section frequency modulated (FM) radio net to the weather observing teams. It communicates with the corps weather section using the division weather section teletype equipment. It uses dedicated high frequency (HF) radio teletypewriter (RATT) operated by the MI battalion whenever multichannel is not available. The forecast element normally operates at the division main command post (CP), but outside the DTOC area.

The weather observing teams take local weather observations and measurements to satisfy local operational and meteorological requirements. They pass these and other data such as observations to the DTOC forecast element. Communication and logistic support for the section is provided by the MI battalion.

An **engineer topographic support team,** from a theater army topographic battalion, provides support to the division for terrain analysis and map evaluation. This five-man team deploys to the division main CP complex and works with the intelligence production section of the DTOC support element.

Battalion Operations Center

The battalion's technical control and analysis element operates in the battalion operations center. It provides interpretation, transcription, and analysis functions. Analyzed products are passed to the intelligence production section of the DTOC support

element for further analysis and integration with information from other sources.

The **technical control and analysis element** (TCAE) has an operations section, a traffic analysis (TA) section, an electronic intelligence (ELINT) analysis section, and a cryptanalysis section.

The operations section directs battalion SIGINT/EW operations. It maintains communications with the three C&J platoons, the EW flight platoon, and corps SIGINT/EW units supporting the division. The operations section passes reports to corps.

The TA team analyzes collected data and compiles the enemy EOB from its own analysis, and by extracting data from reports from units. The team also correlates direction finding reports to verify locations of enemy transmitters. The traffic analysis team provides information to the technical data base.

The ELINT analysis team analyzes data and reports that will assist in identifying enemy EOB. Both the ELINT analysis team and the traffic analysis team pass their information to the CM&D section for dissemination in the DTOC.

The cryptanalysis team provides some capability to exploit enemy codes and ciphers.

PREPARATION FOR COMBAT

As previously described, support for the division headquarters is provided by elements organized under the battalion table of organization and equipment. When providing support to brigades and maneuver battalions, however, it is necessary to task organize battalion units based generally on the mission of the supported unit, the enemy it will face, and the terrain over which the brigade is expected to operate. Because this is so, it is necessary to make certain prepara-

tions for combat operations, which generally include:

☐ Receiving and analyzing missions and tasks.

☐ Preparing and issuing necessary plans and orders.

☐ Organizing for combat.

☐ Executing and supervising execution of orders.

Preparation for an operation begins with receipt of a mission. A mission may be given orally or in writing. It may be in the form of a warning order to be followed by more detailed instructions. It may be very brief and fragmentary, or more formal and detailed.

Troop Leading

Troop leading is the process by which the commander develops and issues instructions to accomplish the mission. Each step of the troop-leading process should be followed. The process is an ordered way of thinking about a most difficult problem—combat operations. It is an instinctive, almost automatic way of thinking.

Once an operation starts, subsequent orders and quick responses will be necessary. To be effective, these orders must be simple or the response is likely to be slow and confused.

THE TROOP LEADING STEPS ARE:

Step 1. Receive the Mission.

The commander may receive a mission in either an oral or written operation order (OPORD) or a fragmentary order (FRAGO). Upon receipt of an order, the commander analyzes his mission to be certain he understands what is to be done; and plans the use of

available time. Time, especially daylight hours, is often the most critical resource when a battalion receives a new mission. The commander must not waste time. He should allow enough time for reconnaissance and planning by company commanders, platoon, and section leaders. A reasonable rule of thumb is: allow no more than one third the available time for planning by the battalion headquarters, and leave two thirds for the commanders and leaders of subordinate units. Thus a battalion commander, given 6 hours to prepare for an operation, should use no more than 2 hours and provide at least 4 hours to subordinates. Company commanders should use 1 hour and 15 minutes and allow platoon leaders 2 hours and 45 minutes.

Step 2. Issue Warning Orders.

A commander gives a warning order immediately after receipt of a warning order from higher headquarters. He does this by telling his subordinates the mission, the time it starts, and the time and place for issuance of the complete order. This permits better use of time available to plan and prepare. A warning order is usually issued orally.

Step 3. Make a Tentative Plan.

The commander should quickly analyze what is to be done and draw up a tentative plan of how he intends to do it. This logic process is called the commander's estimate. It follows the logic sequence set forth in FM 101-5, **Staff Officer's Field Manual: Staff Organization and Procedures.** Generally, this process considers the mission, situation, terrain, enemy, resources, and courses of action that could accomplish the mission. The plan resulting from an estimate is the basis for movement, task organization, reconnaissance, coordination, and orders to subordinate units.

For battalions, the mission statement will generally specify what is to be done, who is to

do it, when and where it is to be done, and why it must be done, in other words, what the commander issuing the order hopes to accomplish. The battalion commander must decide how he is to go about his mission. His tentative plan is a direct, simple expression of how the battalion will act; it results in instructions to his units as to what they are to do.

The Commander's Estimate—

Plans and orders result from estimating the situation. This is a process in logic applied to decision making which may require a few seconds or a few hours, depending on the level of command, the complexity of the situation, the leader's experience, and available time. At high levels of command an estimate may be a more formal process, resulting in a written document. At battalion, it is almost always mental, and very rapid, but it follows the same logic of the more formal estimating process. It must include the answers to the following questions:

Mission

☐ What must be accomplished?

Situation

☐ Who is to be supported?

☐ Where and how strong are the enemy forces?

☐ What battalion forces are available?

Courses of Action

☐ What are the ways this mission might be accomplished with the given forces and circumstances?

☐ What are the favorable and not so favorable features of each course of action?

Comparison of Courses of Action

☐ What will the objectives be— organization for combat, plan for other support, and prescribed coordination?

Step 4. Start Necessary Movement.

Elements that must move a considerable distance should be set in motion immediately, based on the first rough concept, so that they can get on the ground or in position early.

The battalion must have a well worked out SOP to permit actions to proceed simultaneously. Should the commander be called to the division headquarters to receive an order, he should take with him some other person of authority (the executive officer or S3), who can return to the battalion command post to issue the necessary instructions, prepare the unit, and, if necessary, move it. With these activities under way, the commander is free to make his complete estimate, confirm or modify his tentative plan, and issue his order.

Step 5. Reconnoiter.

Reconnaissance is essential for the commander to verify that his tentative plan is workable. Rarely will there be enough time to reconnoiter the entire operational area of supported units. But as much as can be seen must be seen. If the area cannot be reconnoitered for some reason, then a map or photo reconnaissance will have to suffice.

Step 6. Refine and Complete the Plan.

Completing his estimate, the battalion commander- fleshes- out and changes his tentative plan as necessary. He reviews his concept and quickly identifies tasks to be assigned to his subordinate units.

Step 7. Issue Orders.

It is well for the battalion commander to issue the first order of an operation face-to-face with his subordinates. It is therefore useful to have a standing list of personnel who must be present when orders are issued. This is called an orders group and normally includes the executive officer, principal staff members, and subordinate commanders.

Step 8. Supervise.

The commander and his staff must supervise to insure that all necessary preparations for conduct of the operation are being made.

Once the operation is underway, the commander must insure that the plan is followed and must issue fragmentary orders to modify or refine the operation as the situation develops. The requirement to supervise is continuous and as important as issuing orders.

Planning for Combat Operations and Organizing for Combat

Planning for combat operations and organizing for combat are done by the battalion operations center based on the commander's guidance. And in accordance with the following principles:

☐ Provide for integrated support—collection and jamming, surveillance and remote sensors.

☐ Provide for necessary communication to be established so combat information can be rapidly passed to those who can use it.

☐ **Do not hold** intelligence and electronic warfare capabilities in reserve. Although some battalion elements may be positioned to provide for support in depth, they are not normally found in reserve.

Although each brigade will normally be supported by a C&J and surveillance platoon, some platoon elements can be used in general support or allocated to other brigades.

Circumstances may require task organization to weight the support to any one brigade. When this is so, support may be weighted in favor of one brigade by using HHOC elements, withdrawing elements from other brigades, or by assigning priorities for support. As an example, one brigade, defending in a narrow sector in which the main attack is expected, could receive weighted support by concentrating battalion elements. Concentration may or may not require the physical relocation of elements, but only that priority of collection, jamming, and analysis will be given to that brigade.

Weight may also be provided to a brigade defending a wide sector in which little enemy activity is expected by allocating additional battalion elements. As an example, the surveillance platoon supporting that brigade may be organized with ten or more GSR teams to enable the brigade to better defend its extended frontage.

Support relationships for MI elements are defined as follows:

☐ Units in general support of the division respond to the needs of the division as a whole.

☐ Units in direct support of divisional subordinate units respond to the needs of the supported unit as first priority and to the division as second priority.

☐ Operational control (OPCON) places one unit under the control of another for its direction and employment.

☐ Attachment places a unit under the temporary command and control of

another unit. The directive establishing
this relationship establishes specific
terms of attachment. The attached unit
normally receives its combat service
support from the unit to which it is
attached.

SUPPORT RELATIONSHIPS

ACTION	DIRECT SUPPORT (IN PRIORITY)	GENERAL SUPPORT	OPERATIONAL CONTROL (IN PRIORITY)	ATTACHED
RESPONDS TO REQUIREMENTS FROM:	1 SUPPORTED COMMAND 2 DIVISION	MI BN OPS CEN	1 CONTROLLING HO 2 DIVISION	UNIT TO WHICH ATTACHED
HAS AS ITS ZONE OF ACTION:	1 SUPPORTED COMMAND'S AREA OF INTEREST 2 DIVISION AREA OF INTEREST (WHEN CAPABILITIES ARE MASSED)	DIVISION AREA OF INTEREST	1 CONTROLLING HO AREA OF INTEREST 2. DIVISION AREA OF INTEREST	AREA OF INTEREST OF UNIT TO WHICH ATTACHED
ESTABLISHES COMMUNICATIONS WITH.	1 SUPPORTED COMMAND 2 MI BN OPS CEN	MI BN OPS CEN	1 CONTROLLING HO 2 MI BN OPS CEN	UNIT TO WHICH ATTACHED
IS POSITIONED BY.	MI BN CDR IN COORDINATION WITH SUPPORTED COMMAND	MI BN CDR	CONTROLLING HO	UNIT TO WHICH ATTACHED
COORDINATES WITH	1 SUPPORTED COMMAND S2/S3 2 MI BN OPS CEN	MI BN OPS CEN	1 CONTROLLING HQ S2/S3 2 MI BN OPS CEN	S2/S3 OF UNIT TO WHICH ATTACHED
HAS ITS OPERATIONS PLANNED BY	1 SUPPORTED COMMAND 2 MI BN OPS CEN	MI BN OPS CEN	1 CONTROLLING HO 2 MI BN OPS CEN	UNIT TO WHICH ATTACHED

Support Relationships for CEWI

SUPPORT TO A DIVISION

The battalion may deploy subordinate
units in general support of the division or in
direct support of subordinate units of the
division. When so directed by division, units
may be placed under the operational control
of, or attached to, a brigade or other com-
mand. Technical direction of SIGINT and
electronic warfare remains with the MI
battalion operations center whether in direct
or general support, attached, or placed under
OPCON.

Support to a Division
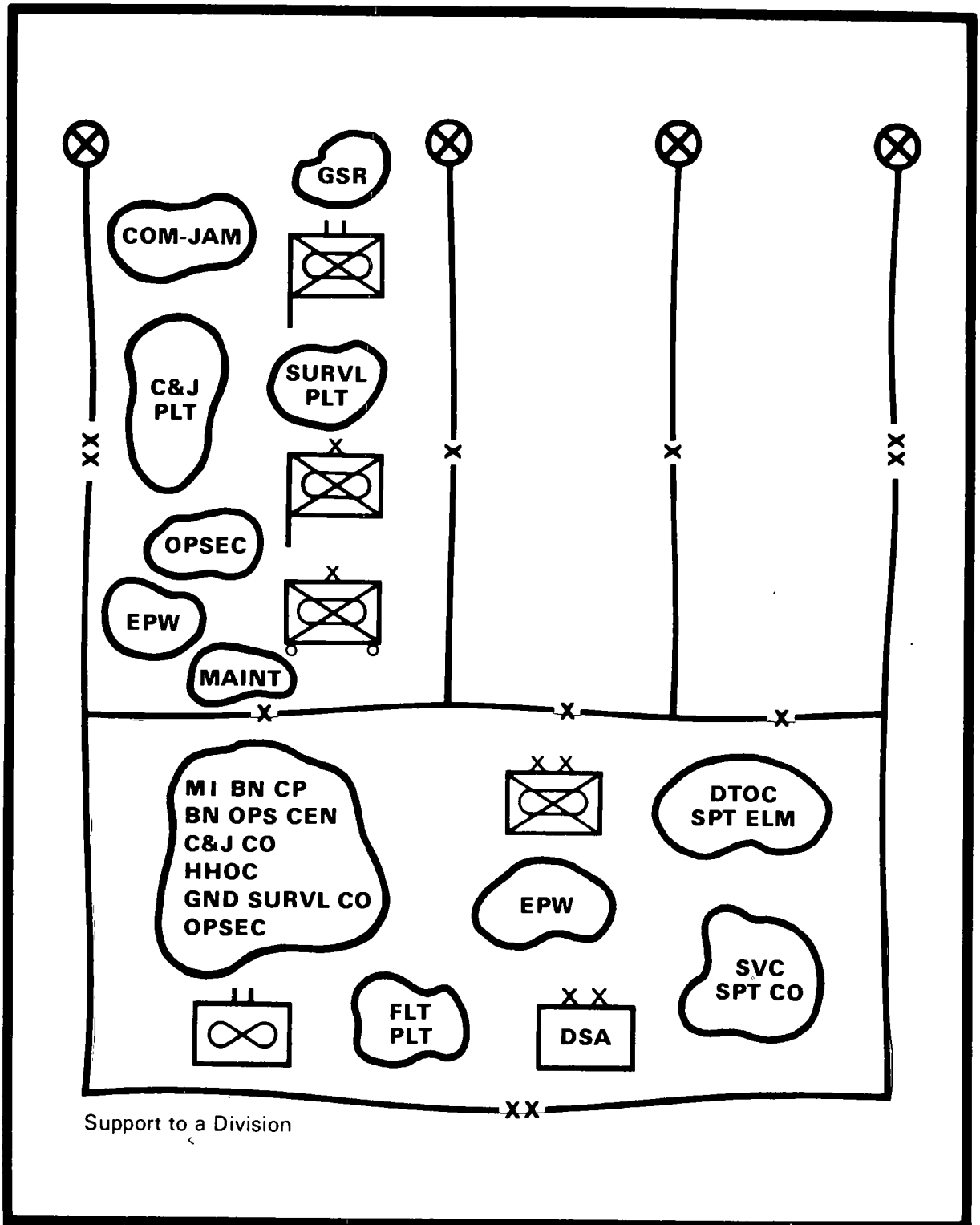
The battalion operations center controls battalion units operating in general support of the division. The EPW interrogation teams, electronic warfare flight platoon, and OPSEC support team from the headquarters, headquarters and operations company normally operate under the control of the battalion S3.

The EPW interrogation team operates from the division EPW collection point, normally found in the division rear area. Interrogations are conducted in accordance with division debriefing guides, as amended by special requirements.

OPSEC teams operating in general support of the division are controlled by the OPSEC support section headquarters located in the battalion operations center. The OPSEC support section has two counterintelligence teams, two communications security monitoring teams, and one electronic security (ELSEC) assistance team. These teams are cross attached in order to task organize general support OPSEC teams. General support teams deploy where necessary to support the division as a whole; for example, to the division support command (DISCOM), division artillery, DTOC, or perhaps to EPW collection points. OPSEC team functions are to:

☐ Recommend deception, countersurveillance, information security, signals security, and physical security measures.

☐ Review camouflage; light, litter, and noise discipline; and document security.

☐ Survey supported units for identifiable patterns in operations or dispositions and recommend corrective measures.

☐ Monitor unit communication nets and provide reports to the unit of disclosures of operational information.

☐ Survey unit noncommunication emitters to include site selection and operating procedures.

☐ Interrogate refugees, enemy agents, SIGINT personnel, radar operators, and security personnel to determine enemy essential elements of information (EEI). Determine effectiveness of OPSEC measures and enemy intelligence collection efforts.

☐ Assist supported units with planning, procedures, and liaison with local authorities and indigenous CI elements to neutralize CI targets.

☐ Perform physical and information security checks.

The EW flight platoon provides communications intercept and jamming support. Flight team operations are directed by the battalion operations center. The battalion operations center provides to the flight team leader the information necessary for the conduct of the operation. Necessary information may include, but is not limited to, the following elements:

☐ Flight paths or orbit.

☐ Area to be flown.

☐ Technical data as described later in this chapter.

☐ Priority requirements.

Information collected is reported to the MI battalion tactical operations center (TOC); however, in-flight reports can be provided to brigades, or task forces if required. Jamming operations are controlled by the battalion TOC.

SUPPORT TO A BRIGADE

As a general rule, one C&J platoon, one ground surveillance radar platoon, and one intelligence and electronic warfare (IEW) support element is provided to each brigade. It is normal to place the C&J platoon and IEW support element in direct support of the brigade while the ground surveillance radar platoon is attached.

C&J Platoon

The C&J platoon establishes a platoon CP in the brigade area from which the platoon leader directs and controls operations of subordinate elements.

The EPW interrogation team normally deploys in the vicinity of the brigade trains. Information gained from interrogated EPW is disseminated to both the brigade S2 and the battalion operations center.

OPSEC support is provided by a CI team and a COMSEC monitoring team task organized into one or more OPSEC support teams.

Collection and jamming teams are deployed well forward in the brigade area. The brigade S2 and S3 work together to develop collection and jamming missions. They are passed through the IEW support element and transmitted over IEW support element communications. Jammers are best used in support of a brigade to:

☐ Disrupt enemy forward command and control communications.

☐ Degrade enemy fire support by disrupting fire support communications.

Both collection and jamming equipment normally require line-of-sight to targets. Such equipment must be positioned on high ground

with good concealment. It is also necessary to coordinate the location and measures for physical security with the supported brigade.

Jammers are also targets. Because of the large amount of power and heat they radiate, jammers can be readily identified and located by enemy forces. They must be protected. Plans must also be made to shift missions from jammer to jammer.

An analysis section in the C&J platoon provides for rapid dissemination to the brigade of combat information. This section takes output from the collection positions within the platoon and translates/transcribes the intercepted enemy communications. It also provides spot reports to the brigade and to the MI battalion. The analyst section deploys forward in the brigade area and operates under the direction of the C&J platoon leader.

Intelligence and Electronic Warfare Support Element

The MI battalion provides an IEW support element of one officer and one noncommissioned officer to each brigade. The IEW support element operates out of or near the brigade tactical operations center. It is the link between the MI battalion TOC and the brigade TOC. The primary purpose of the IEW support element is to coordinate operations in support of the brigade. Working with the brigade S2 and S3, the IEW support element helps plan CEWI operations in support of the brigade. The element passes missions to the C&J platoon and disseminates information to the brigade staff, battalions subordinate to the brigade, units firing in support of the brigade, and to the MI battalion TOC. The element also works with the service support company, MI battalion S1 and S4 sections, and brigade S1 and S4

sections to provide for combat service support of elements supporting the brigade.

Control of C&J Platoons

The C&J platoon headquarters receives missions from the brigade S2 through the IEW support element. OPSEC and interrogation missions are assigned to appropriate teams by the C&J platoon headquarters. When necessary, individual teams may enter the brigade intelligence net to obtain specific background information.

SIGINT/EW missions, however, are handled differently. When the C&J platoon receives a SIGINT/EW mission, it transmits requirements to the battalion operations center. The battalion operations center prepares technical data to support the mission.

Technical data comes from the centralized data base. Technical data includes major identifiers of enemy force communications and specific instructions for each mission. The platoon headquarters assigns missions to the appropriate team.

Combat information, to include targeting data resulting from the mission, is reported immediately to the organization requesting the information or as directed in standing operating procedures. Normally, the SOP will specify the way targeting data will be passed to the fire support element at the supported headquarters. In some cases, targeting data may be transmitted directly to a field artillery battalion or battery fire direction center. The types of information to be reported directly to such units should be specified by the commander or S3 of the supported unit. Other combat information may be reported to a battalion S2 or to the brigade S2 through the C&J platoon headquarters and the IEW support element. All combat information and data requiring analysis is transmitted by the C&J platoon headquarters to the battalion

operations center. However, this is done after the information has been transmitted to the command that can put it to best use as combat information. Or, it may be transmitted simultaneously to both. The platoon headquarters, through the IEW support element, reports jamming mission results to the brigade S3.

Surveillance Platoons

Surveillance platoons are task organized to support each brigade. Normally, each platoon is expected to have seven ground surveillance teams and three remote sensor teams. However, the composition may vary depending on the brigade's mission, the enemy the brigade is expected to face, and the terrain over which the brigade is expected to operate.

In any case, one ground surveillance platoon is attached to each committed brigade. Teams may then be further attached to battalions subordinate to the brigade, or kept under the control of the brigade S2.

Ground surveillance radar and remote sensor teams are best employed along the flanks of the supported unit; or to cover gaps between subordinate units of the supported unit. They may also be employed to cover landing or drop zones in rear areas which could be used by enemy forces.

No matter how the teams are deployed, the platoon headquarters locates close to the brigade TOC, to assist the brigade S2 to plan and conduct surveillance operations. It supervises operations of teams retained under brigade control. In this regard, the platoon headquarters passes missions to the teams and disseminates information collected by the teams.

The platoon leader also periodically checks with supported maneuver battalions to make

sure the surveillance support meets the commander's needs. When necessary, the platoon headquarters coordinates with the service support company, MI battalion S1 and S4, and brigade S1 and S4 sections to provide combat service support to the teams.

Support for a Reserve Brigade

When the brigade is held in reserve, the C&J platoon and the ground surveillance platoon that normally support it may be placed in general support of the division, or, one or both may be placed under the operational control of another brigade. Under these circumstances, it is preferable to deploy the reserve brigade's platoons in the general area where the brigade is expected to be committed. When the brigade is committed, the battalion S3 changes the mission of the platoons to provide for support to the brigade.

SUPPORT TO A MANEUVER BATTALION

As a general rule, only ground surveillance radar and remote sensor teams are provided to maneuver battalions by the brigade. As previously described, teams are attached to maneuver battalions. They are employed by the battalion S2. Combat information collected by the team is passed to the battalion S2. Targeting data may be provided direct to a supported platoon or company, to the battalion S2, or to a field artillery fire support team operating with a company, or to the field artillery fire support element in the battalion TOC.

Elements from the supporting C&J platoon are deployed forward, most often in the operational areas of maneuver battalions. The C&J platoon leader works with the maneuver battalion S3 to place his elements, and to be sure they do not interfere with battalion operations.

The brigade S2 works with the C&J platoon leader and maneuver battalion S2 to see that information of interest to a maneuver battalion is immediately passed to that battalion.

The battalion may pass the information to the brigade S2 as well. Information of interest to a maneuver battalion, collected through SIGINT, is first provided to the brigade S2 through the C&J platoon headquarters. The brigade S2 then disseminates the information as necessary.

SUPPORT FROM CORPS

From time to time, the corps places corps MI units in support of the division. Corps units may also operate in the division area when in general support of the corps.

Corps MI units operating in support of the division take their direction from the divisional MI battalion TOC. When operating in the division area for the corps, corps units coordinate their activities with the divisional MI battalion TOC.

Airborne communications intelligence (COMINT), ELINT, and imagery intelligence (IMINT) collection elements operating in support of the division or the corps may disseminate products directly to the division TOC, or to the MI battalion operations center, as appropriate.

Corps OPSEC teams may support the division when OPSEC requirements are beyond the capability of divisional teams. The OPSEC support teams may also provide counterintelligence support. OPSEC support teams placed in direct support of the division operate as directed by the MI battalion operations center.

Corps EPW interrogation teams may be deployed to work with divisional teams at the division EPW collection point.

CEWI Operations
in Support of Airborne
and Airmobile Units

Generally, operations described in this manual are applicable to all divisions. There are, however, some differences in the way CEWI units found in airborne and airmobile divisions are equipped and operate.

Equipment for CEWI airborne and airmobile units must be small, lightweight, very mobile, rugged, and repairable by the MI battalion or division maintenance battalion.

More manpacked systems designed for operations from ¼-T vehicles are found in these units.

Organization for combat may require extensive tailoring of the MI battalion in order to support airborne and airmobile operations. Like armored, infantry, and mechanized operations, the battalion is designed to provide direct support to brigades. However, CEWI elements are often inserted in an airhead separately. Seldom do companies operate as companies during the early phases of an airborne or air assault operation. CEWI platoons and teams are tailored in accordance with mission, enemy, terrain, and teams available. A tailored CEWI element is generally attached to the supported unit. It normally includes:

☐ Small command control communications team.

☐ Collection and jamming team(s).

☐ Some analytic capability necessary to operate for a specific period of time, until battalion deployment is complete.

☐ Attachment to the combat forces deployed.

CHAPTER 3

Command Control of Combat Operations

COMMANDER

Whether the force is large or small, and whether the functions of command are complex or simple, the commander must control. He must be the master mind, and from him must flow the energy and momentum which drives all the individuals under him. This is the essence of command.

Based on what he knows about the situation, and on his own judgment and experience, the commander decides how to go about doing what must be done. Decision as to a specific course of action is the responsibility of the commander alone. He will seek and may accept the counsel of his staff and subordinates, but he alone must decide how his command, as a whole, will execute its mission. He alone is responsible for what his unit does or fails to do.

The commander cannot plead absence, or nonreceipt of orders as an excuse for inactivity in a situation where action on his part is essential, or where a change in the situation renders issued orders impracticable or impossible to execute. If the situation does not permit communication with the higher commander, and the subordinate commander knows the mission of the command as a whole, he must take appropriate action. As soon as possible, he must communicate the situation to the higher commander.

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Once the commander has decided on a specific course of action, he assigns missions to subordinate units and allocates the forces to accomplish them. He tells them:

☐ What he expects them to do.

☐ What he believes they need to do it.

☐ What he can afford to give them to do it.

The commander's decision as to missions and tasks for subordinate units involved in the decision must be communicated in clear and concise orders. The commander must be confident that he has communicated clearly to his subordinates what they are to do, given them enough resources to accomplish the job, and restricted their execution only to the extent necessary to insure coordination with and support of divisional units. By doing this the commander gives his subordinates freedom of action appropriate to their professional ability and dependability, the situation, and the control he feels it prudent to exercise.

An order may be complete, fragmentary, or simply a warning to prepare for an operation. Fragmentary orders are most common. Orders must be clear, explicit, and as detailed as necessary to be understood. They may be issued orally or in writing. The best way is to issue orders face-to-face.

Clarity is more important than technique. Detailed instructions for a wide variety of contingencies, instructions that are a matter of training, or part of the SOP have no place in an order. Meaningless phrases are to be avoided.

However, upon entry into action, no one should be in doubt about what is to be done.

Orders should describe events only so far as they can be foreseen. Orders which attempt to regulate matters too far in the future result in frequent changes. Frequent changes in orders overload the means of communication, cause confusion and misunderstanding in staffs, impose needless activity and hardships on troops. Frequent changes in orders can also bog down units in fruitless planning exercises which are forever changing.

To avoid omissions and misunderstanding, following a standard logic or procedure when communicating orders is necessary. Examples of combat orders, which follow a standard sequence, can be found in FM 101-5, **Staff Officer's Field Manual: Staff Organization and Procedure.**

In every unit, SOPs are prescribed by the commander whenever practicable. SOPs cover those normal operational matters that are routine or lend themselves to definite standardized procedures. The adoption of such procedures will save time in preparation and issuance of orders, minimize chances for confusion and errors when under stress of combat, and greatly simplify and expedite execution of operations in the field.

STAFF

The job of the staff is to assist the battalion commander by absorbing the burden of routine matters as much as possible. When preparing for operations, the staff gathers information to help the commander in his estimate. In conducting the operation, the staff sees to it that the commander's decisions are carried out and that necessary support is provided to supported units.

The battalion has a small staff. It consists of the S1, personnel; S2, intelligence; S3, operations; S4, logistics; and a communications-electronics officer. The MTOE under which the battalion is organized may also designate some battalion officers as special staff officers; for example, the battalion motor officer in the service support company.

The executive officer is the deputy battalion commander. He directs the staff, but is primarily the coordinator of administrative and logistical support for the battalion. He also coordinates site selection, movement, and set up of the battalion headquarters.

The command sergeant major's primary role is to advise the battalion commander on matters concerning soldiers of the battalion. He is not an administrator and must not be used as such. He is the MOST EXPERI-ENCED SOLDIER in the battalion with his finger on the pulse of the command. A good command sergeant major is often the one who first discovers that the commander's deci-sions and policies are not being carried out in the intended manner. It may also be the command sergeant major who first discovers which of the commander's policies are suc-cessful and should be continued. The battal-ion commander must establish a close rela-tionship with his command sergeant major and should consciously define for himself and his command sergeant major what each of them will do.

Since no two commanders operate alike, the battalion commander uses his staff accord-ing to his needs and based on the capabilities of each staff officer. It is important, therefore, that the commander describe the staff's relationship with him and with subordinate units. Staff officers must remember that their job is not only to assist the battalion com-mander, but to assist company commanders, for they have no staff.

TACTICAL OPERATIONS CENTER

The battalion TOC is the command control center for the battalion. It is here that operations are planned and controlled.

The TOC normally includes the S3 section, technical control and analysis element, and the OPSEC support section headquarters. The S2 section may also operate from the TOC. The TOC is supervised by the battalion S3.
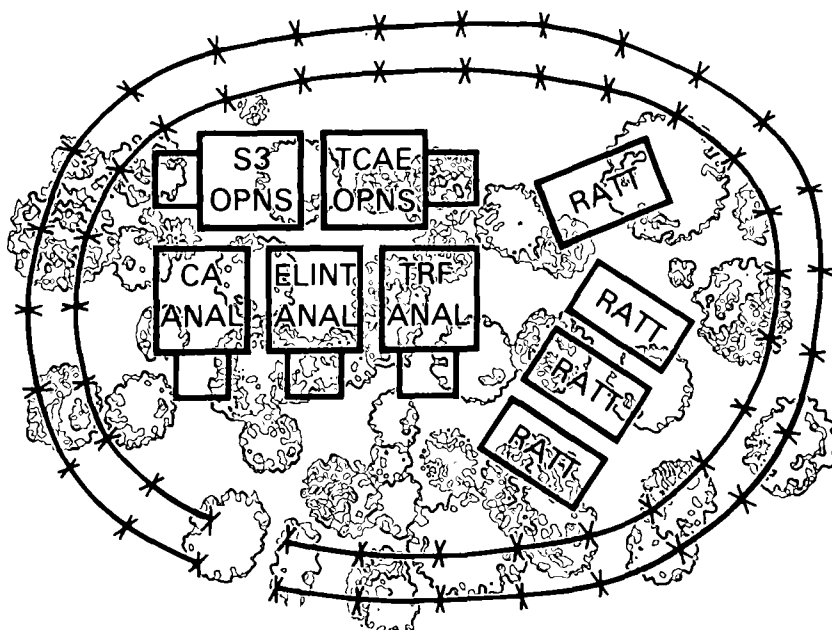
Typical Battalion Tactical Operations Center

The general location of the battalion headquarters area is selected by the battalion executive officer, based on recommendations of the battalion communications-electronics (C-E) officer. Once the general location has been selected, the executive officer sites specific locations for the TOC and other headquarters installations. The location of the TOC must provide for good communications with higher headquarters and subordinate, adjacent, and supporting units. This is the most important consideration when selecting the site. It should be located near routes to higher headquarters and supported units. Care should be taken to avoid crossroads in open terrain or other prominent landmarks which might unnecessarily reveal its location to the enemy.

Built-up areas are good locations for the battalion TOC. These areas provide good cover and concealment from enemy observation and fire. The TOC can be located in a basement or other suitable shelter; vehicles can be hidden in garages or barns; light discipline can be enforced by covering windows which will allow operations during darkness with minimum risk.

When built-up areas cannot be used, the TOC should be located on a reverse slope to provide cover and concealment from enemy ground observation and fire. If possible, the area should also provide concealment from enemy air observation and attack. The ground must be sufficiently hard to support vehicle traffic and there must be enough space to disperse vehicles.

The battalion operations center displaces, when necessary, to support the DTOC. However, both should not displace at the same time. When the DTOC displaces, the battalion TOC assumes the duties of the DTOC support element to the extent possible. When the battalion TOC displaces, the DTOC support element working with the brigade IEW support element assumes the responsibilities of the battalion TOC.

CHAPTER 4
Combat Service Support

Combat service support is the business of fueling, fixing, feeding, and moving the ·battalion. It is provided as far forward as possible. This chapter describes how the MI battàlion supplies, maintains, and feeds its units. It also describes procedures for personnel and administrative support.

ORGANIZATION FOR COMBAT SERVICE SUPPORT

The service support company has one section and two platoons to provide combat service support:

☐ **Food Service Section** which has two mess teams and two mess facilities. It can also provide two cooks to each brigade to support attached or supporting battalion elements.

☐ **A C-E Maintenance Platoon** organized to provide two C-E contact teams to maintain C-E, REMS, and GSR equipment used by battalion elements operating in forward areas. It also has one electronic warfare intercept equipment repair section for maintenance of SIGINT equipment.

☐ **A Mechanical Maintenance Platoon** organized to provide one air conditioner and power generator support team, one vehicle maintenance support team, and two vehicle recovery teams.

CONTENTS

The collection and jamming company and the ground surveillance company have no combat service support of their own. They rely on the battalion or divisional combat service support units to provide support to them.

The MI battalion commander relies on his executive officer to coordinate and supervise battalion combat service support. He is assisted by the:

S1, who is responsible for personnel and administrative support; maintenance of unit strength; personnel management; and maintenance of morale, discipline, law, and order.

S4, who is responsible for logistics support; supply, maintenance, and equipment evacuation.

S3, who, when all the needs of the battalion cannot be met, is responsible for recommending to the commander personnel assignment, supply, and maintenance support priorities for the battalion.

Motor officer in the service support company, who supervises maintenance activities for the battalion task force except the maintenance of communications-electronics and medical equipment. The C-E officer supervises maintenance of C-E items.

FOOD SERVICE OPERATIONS

During combat operations, it is normal to find soldiers feeding on combat rations. Combat rations are carried aboard battalion vehicles to provide food for 3 to 5 days. When circumstances permit preparation of fresh rations, the battalion establishes one field kitchen facility in the division support area and one near the battalion command post.

The first serves all CEWI elements operating in the division support area. The second serves soldiers operating with the DTOC support element, the battalion operations center, the battalion command post, and any other battalion elements operating near the command post.

Two cooks from the service support company food service section are attached to the headquarters and headquarters company of each supported brigade. That company, in turn, provides food service to CEWI elements operating in the vicinity of the brigade command post. CEWI elements operating elsewhere get food service from the supported unit.

SUPPLY

Supply distribution may be described in one of two ways:

☐ **Unit distribution** when supplies are delivered to the unit by a supporting supply unit.

☐ **Supply point distribution** when the unit goes to a specific location and picks up its supplies.

The MI battalion and its subordinate units most often use supply point distribution.

Supplies are Grouped into Ten Classes:

Rations (Class I)—The service support company draws rations from a distribution point in the division support area for the field mess facility located there; the headquarters, headquarters and operations company draws rations from the facility found in the CP area. When it is necessary to do so, CEWI elements operating elsewhere draw rations from the supported unit.

Supplies and equipment (execpt cryptographic) prescribed by TOE, tables of allowances, and prescribed load lists (PLL) (Class II)—This class of supply includes clothing, individual equipment, tentage, tool sets, and administrative supplies. When a Class II item is lost, destroyed, or worn out, replacement requests are sent through the battalion S4 to the DISCOM. The S4 section will pick up Class II items and deliver them to the requesting unit. (In some cases, corps or divisional units may deliver items directly to the requesting unit.)

Petroleum, oils and lubricants (POL) (Class III)—Battalion units draw POL from the nearest distribution point. Units operating in the division support area (DSA) draw from a distribution point in the DSA. Elements operating in support of a brigade draw POL from a forward distribution point in the brigade support area. Battalion elements operating elsewhere are dependent on the supported unit for POL resupply.

Items for which allowances are not prescribed, such as construction, camouflage, barriers, and fortification materials (Class IV)—Requisitions for Class IV items are submitted through command channels. Class IV items are distributed the same as Class II items.

Ammunition (Class V)—The battalion carries a basic load of ammunition, normally prescribed by the division. The battalion and its subordinate units resupply ammunition as often as necessary from corps ammunition supply points (ASP) located in the division support area or in the corps support area. When supply is required, the S4 prepares a requisition called a transportation order. The transportation order is validated by a representative of the division ammunition officer (DAO) who is located along the main supply route forward of the ASPs. Ammunition is picked up and delivered by battalion vehicles.

Personal demand items (Class VI)—Class VI includes personal items sold through corps support command (COSCOM) post exchanges (PX). When a PX is not available, requests for support are submitted by the S1 through administrative channels.

Major items (Class VII)—Major items are issued based on daily battle loss reports or formal requisitions. Requisitions are submitted through the divisional supply and transportation battalion by the battalion S4. Large items may be delivered by COSCOM directly to the battalion or its units. Smaller items are normally picked up by the battalion S4 section at the divisional distribution point in the division support area.

Medical supplies (Class VIII)—These items are obtained for the battalion by the S4 section from the divisional medical battalion. The S4 section then distributes supplies to the companies.

Repair parts (Class IX)—The battalion stocks repair parts based on an authorized stockage list (ASL) and PLL. These lists are established by higher headquarters. The service support company draws repair parts to maintain the ASL and PLL. COMSEC repair parts are obtained through the divisional signal battalion. SIGINT/EW repair parts are obtained from the COSCOM maintenance battalion. Class IX support of aviation equipment is provided by the transportation aircraft maintenance company of the division aviation battalion. All other repair parts needed by the battalion can be obtained through the divisional maintenance battalion.

There is a tenth class of supply for all nonstandard items. Since the MI battalion has no use for such items, distribution procedures are not described here.

SUPPLY SOURCES

CEWI LOCATIONS / SUPPLY CLASSES	DIVISION REAR	BRIGADE REAR	FWD MANEUVER BN AREA
CLASS I	SVC SPT CO	SUPPORTED BRIGADE	MANEUVER BATTALIONS
CLASS II	BN S4 SEC/ PARENT CO	PARENT CO	PARENT CO
CLASS III	S&T BN DIV REAR DISTRIBUTION POINT	S&T BN FWD DISTRIB POINT	MANEUVER BATTALIONS
CLASS IV	BN S4 SEC/ PARENT CO	PARENT CO	PARENT CO
CLASS V	COSCOM ASP	COSCOM ASP	MANEUVER BATTALIONS
CLASS VI	BN S4 SEC/ PARENT CO	PARENT CO	PARENT CO
CLASS VII	BN S4 SEC/ PARENT CO	PARENT CO	PARENT CO
CLASS VIII	BN S4 SEC	PARENT CO	PARENT CO
CLASS IX	DIV MAINT BN	FWD SPT CO	FWD SPT CO

Supply Sources

Other Supplies

☐ Water is obtained from divisional water points using battalion transportation.

☐ Maps are obtained by the battalion S4 from the divisional supply and transport battalion based on requirements established by the S2. The S2 distributes maps to battalion units as required.

MAINTENANCE, RECOVERY, AND REPAIR OPERATIONS

Maintenance includes inspecting, testing, servicing, repairing, requisitioning, rebuilding, recovery, and evacuation. Repair and recovery are completed as far forward as possible, at the lowest capable echelon.

LEVELS OF MAINTENANCE

	ORGANIZATIONAL	DIRECT SUPPORT	GENERAL SUPPORT
COMMON EQUIPMENT	SVC SPT CO	FWD SPT CO	COSCOM
C-E EQUIPMENT	SVC SPT CO	SVC SPT CO/ FWD SPT CO	COSCOM
COMSEC EQUIPMENT	SVC SPT CO	DIV SIG BN	THEATER CLSU
RADIAC EQUIPMENT	SVC SPT CO	DIV SIG BN	COSCOM
SIGINT/EW EQUIPMENT	SVC SPT CO	SVC SPT CO	SVC SPT CO
GSR/REMS EQUIPMENT	SVC SPT CO	SVC SPT CO	COSCOM

Levels of Maintenance

When equipment cannot be repaired on site, it is moved only as far as necessary for repair. When all the maintenance requirements of the task force cannot be met, the battalion S3 determines maintenance support priorities for subordinate units based on recommendations of the S4 and operational requirements of the battalion.

Categories of Maintenance

Organizational maintenance is the care and repair done by a unit on its own equipment. It includes services and repairs within the capabilities of authorized personnel, skills, tasks, test equipment, and time available. Direct support maintenance includes repair of end items or unserviceable assemblies. General support maintenance includes rebuilding of assemblies.

Vehicles, Air Conditioners, and Power Generators

The service support company provides for organizational maintenance for all battalion vehicles, air conditioners, and power genera-

tors. A battalion maintenance shop is established by the service support company in the division support area. Battalion equipment located in the division rear area in need of repair is first recovered to the service support company maintenance shop. If the item cannot be repaired by the mechanical maintenance platoon, it is evacuated to the divisional maintenance battalion for direct support maintenance.

Battalion elements operating in the brigade area are supported by a maintenance support team and by an air conditioner/power generator support team from the mechanical maintenance platoon.

If equipment cannot be repaired on site, it is evacuated to the forward support company facility in the brigade support area. It may be repaired there or further evacuated to a corps general support unit by the divisional maintenance battalion.

Organizational maintenance for vehicles and generators belonging to GSR and REMS teams operating with maneuver battalions is provided by the supported unit. When it is necessary to evacuate such equipment to a forward support company, it is done by the supported unit. Further evacuation to a corps general support unit, if required, is done by the divisional maintenance battalion.

Communications—Electronic Equipment

Organizational and direct support maintenance for C-E equipment, except for COMSEC and radiation detection, indication, and computation (RADIAC) equipment, is provided by the service support company C-E maintenance platoon. To do this, the platoon establishes a maintenance shop in the division support area and provides two maintenance support teams to support battalion elements operating forward.

C-E equipment from elements operating in the division rear is recovered to the maintenance shop where it is repaired, and returned to the user as rapidly as possible. If it cannot be repaired, it is evacuated by the service support company to a COSCOM general support maintenance battalion. Equipment with elements operating forward is repaired on site by a maintenance support team. When the teams are overloaded, assistance can sometimes be obtained from forward support companies. Equipment which cannot be repaired on site is evacuated to the battalion C-E maintenance facility, and to a corps GS unit, if necessary.

GSR/REMS Equipment

Organizational and direct support (DS) maintenance is provided by the service support company C-E platoon for GSR and REMS. The maintenance support team operating forward also provides on site support as is the case with C-E equipment. Equipment which cannot be repaired on site is evacuated to the maintenance shop. When equipment cannot be repaired in the maintenance shop, it is evacuated to a COSCOM GS maintenance battalion.

Communications Security Equipment

Some organizational maintenance is done on COMSEC equipment by the C-E platoon. However, most maintenance is done by the division signal battalion. Equipment which cannot be repaired by the division signal battalion is evacuated to a theater army COMSEC logistic support unit by the signal battalion.

Signals Intelligence/ Electronic Warfare Equipment

The C-E maintenance platoon provides organizational and DS maintenance for

battalion SIGINT/EW equipment. The platoon's EW/intercept equipment repair section operates from the platoon shop in the division support area, previously described. This section also provides a mobile maintenance support team for on site repair of equipment in forward areas. Equipment which cannot be repaired on site is evacuated to the EW/intercept platoon shop. Equipment which cannot be repaired by the EW/intercept platoon is evacuated to a COSCOM GS maintenance battalion.

Aircraft and Avionics

Some aviation unit maintenance (AVUM) is provided by mechanics in the battalion flight platoon and by divisional aviation mechanics of the aviation element with which the platoon is located. AVUM support, as well as DS maintenance, is also provided by maintenance support teams from the divisional aircraft maintenance battalion.

It is important to remember that equipment evacuated to a corps general support unit for repair is not returned to the unit. A replacement must be requisitioned by the battalion S4 and is provided by corps or theater army units. Salvage equipment is evacuated to a salvage collection point in the brigade or division support area.

OTHER COMBAT SERVICE SUPPORT

Personnel Support and Administration

Battalion personnel support and administration are supervised by the S1.

Personnel management— Classification, assignment, reclassification, reassignment, appointment, promotion, reduction, officer efficiency reports, enlisted evaluation reports, enlisted conduct and efficiency ratings, transfers, separations, and reenlistments are performed by the battalion S1 section.

Maintenance of unit strength— Companies submit daily strength reports to the battalion S1 who forwards a battalion consolidated report through brigade to the division adjutant general. Casualty feeder reports, to include witness statements, are also processed by the S1 and forwarded directly to the division adjutant general in accordance with established procedures. These reports, together with authorized position vacancies, are the basis for requesting individual replacements. Normally the S1, in coordination with the battalion executive officer, determines assignments for individual replacements. For critical skills, the S3 or commander may establish assignment priorities.

When operating in an active nuclear environment, the battalion S3 is responsible for determining a unit's potential to operate in an area contaminated by radiation. He does this by comparing radiation damage reports submitted by battalion units with the operational exposure guidance (OEG) established by the battalion commander. The amount of radiation exposure previously suffered by individual replacements may also influence unit assignments.

Personnel services—Leaves and passes, command information, postal service, religious activities, exchanges, financial service, legal assistance, welfare, special services, and rest and relaxation help unit commanders maintain morale. The battalion commander is responsible for insuring these services are fairly and impartially provided to soldiers of his battalion.

Collection, identification, safeguarding of personal effects, and evacuation of dead from the battle area—Remains are

placed in containers by either medical evacuation teams or unit personnel. Dead are evacuated with their personal effects to a graves registration collection point using available transportation.

Personal effects found on the body are never removed. Personal effects in unit storage are quickly screened, inventoried, and forwarded to appropriate graves registration elements. Military equipment found with the remains or in unit storage is turned in to the battalion S4. If battlefield conditions do not permit immediate evacuation, remains are left at a location designated by the S4 for subsequent evacuation. Isolated and mass burials are performed only when authorized by appropriate authority. In either case, complete information, including overlays, must be forwarded through channels to the appropriate agency.

Medical Support

The MI battalion has no medical support of its own. Such support is provided to battalion elements operating in the division rear by the divisional medical battalion headquarters and support company. Elements operating with the brigade CP are supported by the brigade headquarters aid station. Other elements operating forward are supported by the nearest maneuver battalion aid station. GSR and REMS teams supporting maneuver battalions receive medical support from those battalions. When evacuation of a casualty from a forward element is necessary, he is generally first evacuated to a divisional medical company in the brigade support area. Here the casualty is treated, returned to his unit, or evacuated further to the rear, if necessary. In any case, the brigade IEW support element must arrange for medical support for forward elements, and inform each element where to get its support.

Transportation—If the battalion requires additional transportation, the requirement is passed to the divisional supply and transportation battalion by the battalion S4.

A bath and clothing exchange service can be requested from the divisional supply and transportation battalion in the brigade trains area when the tactical situation permits.

Laundry service, when available, is provided by nondivisional support units.

CHAPTER 5
Training

When not in combat, the MI battalion is training for combat operations. For the MI battalion commander, training poses special problems. There are many skills required of both officers and enlisted men found in the battalion. These skills must be practiced continually, or they will be lost, all or in part. It is true that in garrison, during peacetime, training competes with many other requirements. However, most are unimportant compared with training for combat. Because this is so, training management requires the personal attention of the battalion commander. TC 21-5-7 outlines training management. Army Training and Evaluation Programs (ARTEP), as listed in Appendix A, **References,** sets forth the tasks required of the battalion, the conditions under which the tasks are to be performed, and the standards of performance. How the tasks are to be done is described in this publication and manuals listed in Appendix A, **References.** This chapter describes in general terms battalion training requirements and some training publications of use to trainers.

TRAINING MANAGEMENT

As a general rule, training management for companies of the battalion is done by the battalion. The battalion commander uses the ARTEP and Skill Qualifications Tests (SQT) to determine weaknesses in both individual skills and unit operations. It is then necessary to develop a program that will correct those deficiencies. Once the program has been developed, the battalion commander, company commanders, and particularly company noncommissioned officers implement the program; they are the trainers of the battalion. The battalion commander and his S3 visit the training from time to time to make sure the objectives set forth in the training program are being met. And when they are not, the battalion commander must take necessary action to correct the situation.

Some skills required of battalion soldiers are used daily, whether in combat or not. Such skills are maintenance, administration, and food service. These skills are generally first acquired in service schools, or on-the-job. Although it is sometimes necessary to review or perhaps update such skills in unit training, as a general rule, no formal training is necessary.

A second group of skills includes translation, transcription, OPSEC, SIGINT/EW analysis, imagery interpretation, and all-source intelligence analysis. It is usually necessary to train soldiers in these skills in a rather structured environment using a variety of training aids and practical exercises. Since much of the training material is highly classified, such training must be conducted during normal duty hours. Soldiers practicing these skills generally do so at their own pace. When this is so, such training is described as self-paced training. Therefore, training in these skills is time consuming and soldiers undergoing this training are seldom available for other duty. For this reason, it is good practice to rotate platoons through a

unit training cycle. These skills are also used in compiling information before combat operations for use by division planners. This work provides for excellent training and helps to maintain skills.

To train the third group of skills found in the battalion, field or command post exercises are used. Skills in this group are imitative communications deception, interrogation of enemy prisoners of war, signal interception, electronic countermeasures, ground surveillance, communications, and operations. To train in these skills, some sort of opposing force (OPFOR) which can be intercepted, deceived, interrogated, detected, surveyed, or jammed is necessary. A friendly force with which to communicate, and for which operations can be planned and directed is also necessary.

To maintain proficiency in many of the skills in the third group, attendance at courses conducted away from the unit is often necessary. This is particularly true of skills requiring a foreign language. The battalion commander, therefore, must insure that time and funds are programed to provide for this training.

All members of the battalion must be thoroughly trained in maintenance of their equipment. This is particularly important since the battalion operates in many small elements, far removed from battalion maintenance support. Training in field maintenance expedients should be done routinely.

Whenever possible, battalion elements should train with the brigade they would be expected to support in combat. Such practices allow battalion soldiers to become thoroughly familiar with operating procedures and personalities of the supported unit. It is also important for the battalion to train with the divisional staff, so that each understands how the other operates.

TRAINING PUBLICATIONS

There is a variety of training and doctrinal literature available for use by the commander in developing a training program. As previously described, the ARTEP provides the basis for unit training. Other literature is listed in Appendix A, **References.** Because of their importance, two are briefly described in the paragraphs to follow. They may be specifically identified by reference to DA Pamphlet 310-3 and requisitioned through normal channels.

Soldier's Manuals

Skills which must be mastered by enlisted soldiers are found in soldier's manuals. They are also used as guides to train soldiers in individual skills, as previously noted. Soldier's manuals are published for all five skill levels for each military occupational specialty (MOS). All five skill level manuals, when grouped together, provide a complete listing of skills necessary to reach grade E-9.

Trainer's Guides

For each MOS, a **trainer's guide** is also published. Like the soldier's manual, they list each critical task for the various skills soldiers must master. Study materials and references applicable to each task are also listed. The trainer's guide serves as a ready reference to the commander for individual training requirements.

APPENDIX A
References

ARMY REGULATIONS

310-25	Dictionary of United States Army Terms (Short Title: AD)
310-50	Authorized Abbreviations and Brevity Codes
380-28	(C) The Special Security Officer System (U)
380-35	(S) Security, Use, and Dissemination of Communications Intelligence (COMINT) (U)
380 Series	Security
530 Series	Operations and Signal Security

DA PAMPHLETS

310-1	Index of Administrative Publications
310-2	Index of Blank Forms
310-3	Index of Doctrinal, Training and Organizational Publications
310-4	Index of Technical Manuals, Technical Bulletins, Supply Manuals, Supply Bulletins and Lubrication Orders
310-35	Index of International Standardization Agreements

FIELD MANUALS

6-20 (HTF)	Fire Support in Combined Arms Operations (How to Fight)
6-121	Field Artillery Target Acquisition
7-30	The Infantry Brigade
11-50 (HTF)	Combat Communications Within the Division (How to Fight)

FIELD MANUALS (CONT)

21-6	How to Prepare and Conduct Military Training
21-40	NBC (Nuclear, Biological, and Chemical) Defense (Reprinted w/basic Incl C1)
30-5	Combat Intelligence
30-15	Intelligence Interrogation
30-17	Counterintelligence Operations
30-102	Opposing Forces: Europe
32-1	(S) Signal Intelligence (SIGINT))U)
32-6	SIGSEC Techniques
32-16	(C) ECM Handbook (U)
32-20	(C) Electronic Warfare (EW) (U)
54-2	The Division Support Command and Separate Brigade Support Battalion (Reprinted w/basic Incl C1)
71-2 (HTF)	The Tank and Mechanized Infantry Battalion Task Force (How to Fight)
71-3 (HTF)	Armored and Mechanized Brigade Operations (How to Fight)
71-100 (HTF)	Armored and Mechanized Division Operations (How to Fight)
71-101 (HTF)	Infantry Airborne and Air Assault Division Operations (How to Fight)
100-5 (HTF)	Operations (How to Fight) (Reprinted w/basic Incl C1)
101-5	Staff Officer's Field Manual: Staff Organization and Procedure

TRAINING CIRCULARS

21-5-7	Training Management in Battalions
30-25	Ground Reconnaissance and Surveillance and the Tactical Surveillance Officer

TECHNICAL BULLETIN

380-35	(C) Security, Use, and Dissemination of Sensitive Compartmented Information (U)

ARMY TRAINING AND EVALUATION PROGRAM

34-166   Headquarters, Headquarters and Operations Company, CEWI Battalion, Division

34-167   Collection and Jamming Company, CEWI Battalion, Division

34-168   Ground Surveillance Company, CEWI Battalion, Division

34-169   Service Support Company, CEWI Battalion. Division

TRAINER'S GUIDES/SOLDIER'S MANUALS

See DA Pam 310-3 for current available Trainer's Guides and Soldier's Manuals

TABLES OF ORGANIZATION AND EQUIPMENT

34-165H   Combat Electronic Warfare Intelligence Battalion (Division) (Formerly TOE 30-165H8)

34-166H   Headquarters, Headquarters and Operations Company, CEWI Battalion, Division

34-167H   Collection and Jamming Company, CEWI Battalion, Division

34-168H   Ground Surveillance Company, CEWI Battalion, Division (Formerly TOE 30-168H8)

34-169H   Service Support Company, CEWI Battalion, Division ·

APPENDIX B
Functions of the Staff

The staff was described in Chapter 3, **Command Control of Combat Operations.** Listed in this appendix are the specific functions of each staff officer.

STAFF RELATIONSHIPS

Section I.
PERSONNEL

TASK	S1	S2	S3	S4
1 MAINTENANCE OF UNIT STRENGTH.				
a. Loss Estimating.	Maintains a continuous loss estimate, balanced against forecast replacements.	Furnishes anticipated effects of enemy mass-destruction weapons.	Considers impact of anticipated losses on courses of action	
b Personnel Reports and Records	Supervises system of records and reports showing status of personnel matters including strength reports, casualty reports and personnel requisitions		Considers personnel strengths in formulating plans and determining vulnerabilities	Considers personnel strengths in planning requirements for logistic operations
c. Replacements.	Determines requirements, supervises requisitioning procedures; recommends allocations; establishes policies and procedures for processing plans for movement		Recommends priority of assignments when replacements are critical.	Recommends priority of assignment to combat service support elements when strength is critical; provides logistic support of replacement system
2. PERSONNEL MANAGEMENT	Classifies and assigns personnel.			
3. DEVELOPMENT AND MAINTENANCE OF MORALE	Exercises staff responsibility for postal, financial, religious, exchange, welfare, and legal services, rest and leave.			
a Decorations and Awards.	Recommends policies for decorations and awards; insures that recommendations for awards are made promptly.			Procures decorations, as required

B-1

TASK	S1	S2	S3	S4
b. Grave Registration	Exercises staff responsibility for planning and supervising grave registration activities.			Coordinates transportation.
4. HEALTH SERVICES.	Develops estimate of injury, sick, and wounded rate for future operations	Provides S1 with enemy situation and capabilities, characteristics of the area of operations which may affect evacuation or hospitalization plans.	Provides plan of operations and present dispositions for planning for evacuation and hospitalization. Requests Army aviation for evacuation requirements	Provides additional transportation, as required
5. MAINTENANCE OF DISCIPLINE, LAW, AND ORDER.	Exercises staff responsibility for matters of discipline, law, and order; arranges for courts-martial within commander's jurisdiction and desires.	Monitors matters of discipline, law, and order for impact on security clearances.	Includes corrective measures in training programs, as directed	Furnishes statistics on trends of loss or damage to equipment because of carelessness.
6. HEADQUARTERS MANAGEMENT.		Assists S1 and headquarters company commander in planning for OPSEC measures for movement, location, and operation of the headquarters.	Coordinates the general location, time, and conditions of movement of the headquarters, and overall defense of the headquarters area with headquarters company commander.	Coordinates logistic support; including shelter, repair, construction, and maintenance for the headquarters.
7. MESSAGE CENTER OPERATIONS.			Coordinates the internal distribution of incoming messages and use of motor messengers with the communications- electronics officer	

Section II.
INTELLIGENCE

TASK	S1	S2	S3	S4
1. COLLECTION OF IN-FORMATION a Intelligence for Battalion Operations		Coordinates with battalion operations center and CM&D section to obtain intelligence required by commander and staff for battalion operations Disseminates		
b Prediction of Enemy Nuclear Weapon Fallout	Uses fallout as a factor in estimating casualties and replacement requirements.	With division guidance, estimates effects of the predicted fallout on the area of operations and enemy capabilities, disseminates to staff Receives information from subordinate, adjacent, and superior units on the ground zero (GZ), height of burst, and yield of enemy-delivered nuclear weapons, disseminates to staff and affected units	Evaluates vulnerability of units to the predicted fallout Prepares recommendation for revised task organization and alternate tactical course of action, if required	Estimates effect the predicted fallout will have on logistic support and initiates planning to minimize effects Estimates vulnerability of areas to predicted fallout and initiates tentative planning as appropriate
c. Weather Information.	Analyzes weather information for effect on health of personnel	Requests weather information from CM&D section, disseminates	Analyzes weather information for effect on operations and training	Analyzes weather information for effect on logistics activities
2. PLANNING FOR AND DISTRIBUTION OF MAPS AND MAP SUBSTITUTES.		Prescribes allowances, scales, and types (in coordination with S3/S4)	Recommends type, scales, and distribution	Provides materials for fabrication of map substitutes. Requests, receives, stores, and issues maps.
3. SPECIAL SECURITY.		Coordinates with division special security officer (SSO), Cdr, HHOC, and battalion S3 to insure security of battalion SCI facilities Formulates emergency distribution and evacuation plans for battalion operations center SCI holdings Supervises management and handling of SCI within the battalion		

Section III.
OPERATIONS

TASK	S1	S2	S3	S4
1. OPERATIONS,GENERAL.	Advises commander and/or S3 on ability to support operations.	Provides commander and staff with the current intelligence situation	Advises the commander on combat and combat support matters, and on organization and training	Advises commander and/or S3 on ability to support operations.
2. TRAINING.	In conjunction with S3, is responsible for supervising training of the command in respective area of interest. Provides S3 with recommendations concerning training. Submits requirements for training aids and areas to S3.	In conjunction with S3, is responsible for supervising training of the command in respective area of interest. Provides S3 with recommendations concerning training. Submits requirements for training aids and areas to S3.	Prepares and supervises execution of training programs, directives, and orders; supervises the planning and conduct of field exercises. Determines requirements for, procures and distributes, or assigns training aids and facilities. Plans, conducts, and coordinates training inspections and tests.	In conjunction with S3, is responsible for supervising training of the command in respective area of interest Provides S3 with recommendations concerning training Submits requirements for training aids and areas to S3. (C-EO shares this responsibility)
3. OPERATIONS.				
a. Operation Appraisal.	Informs S3 of capability to support mission, personnel limitations, and may recommend course of action from personnel viewpoint.	Provides S3 with intelligence estimate and analysis of area of operations	Based on the commander's planning guidance and information received from other staff officers, prepares operation appraisals which culminate in a recommended course of action.	Informs S3 of logistics limitations and of capability to support mission, and may recommend course of action from a logistics viewpoint.
b. Tactical Plans.	Advises S3 of limitations in combat service support which may affect the tactical plan; develops plans to provide required combat service support; recommends to S3 allocations and priorities for units.		Conducts tactical planning to include supervision and coordination of supporting plans. Prepares alternate operation plans as required. Recommends allocation and priorities for personnel, supplies, and equipment. Establishes prescribed load for units.	Advises S3 of limitations in combat service support which may affect the tactical plan; develops plans to provide required combat service support, recommends to S3 allocations and priorities for units.
c. Tactical Troop Movements.	Exercises supervision over traffic regulation and traffic control.	Advises S3 concerning OPSEC aspects. Provides information on weather, terrain, and enemy situation.	With S4 plans and supervises tactical troop movement	

TASK	S1	S2	S3	S4
d Miscellaneous Activities.				
(1) Signal Communications.	Submits requirements to S3 for signal communications.	Coordinates enemy EW threat with C-EO and S3.	Establishes priorities for communications to support tactical operations. Reviews the signal operation plans for communications support of tactical operations. The C-EO develops plans for establishing signal communications.	Submits requirements to S3 for signal communications.
(2) General Location of Battalion Operations Center.		Advises on intelligence aspects.	With the C-EO and HHOC commander, selects the general location of the battalion operations center.	
e. Execution.	Advises, supervises, and supports within respective area of interest.	Advises, supervises, and supports within respective area of interest.	Supervises, coordinates, and intergrates operations, making adjustments as required, within authority delegated to him by the commander.	Advises, supervises, and supports within respective area of interest.

Section IV.
LOGISTICS.

TASK	S1	S2	S3	S4
1. SUPPLY.	Provides unit strength and loss estimates to S4 as a basis for logistic support forecast. Provides S4 with estimated number of replacements for determination of equipment and supply.	Provides S4 with information of enemy capabilities for interfering with logistic support and of characteristics of area of operations which may affect logistic support	Recommends allocation and priorities for equipment and supplies having an impact on training or tactical mission. Recommends prescribed loads for equipment and supplies pertaining to training or tactical mission.	Determines supply requirements. Procures supplies by requisition on the supply base of support. Insures proper receipt, storage, and distribution of supplies Determines method of distribution, insures distribution schedules are effective, insures availability of transportation for distribution, and selects supply routes.
2. TRANSPORTA-TION.	Provides S4 with requirements on transport of replacements.	Provides information on the area of operations as it affects the use of transportation. Keeps S4 informed of enemy capabilities that may interrupt routes.	Provides S4 with requirements for transportation for training or tactical purposes. Coordinates use of routes.	Determines transportation requirements. Coordinates required transportation from assigned and attached transportation assets or from those received from the superior headquarters Consults with S3 to determine allocations and priorities. Responsible for administrative movements, to include selection of routes (in coordination with S3), and highway regulation.
3. SERVICES. a. Priorities for Employment.	Submits to the S4 requirements for combat service support.		Provides S4 with requirements for combat service support May recommend priority of maintenance effort.	Prepares general plan for service support including selection and allocation of combat support assets (in coordination with the operations officer); plans for recovery and evacuation of vehicles and equipment; collection and disposition of excess property. Recommends evacuation and repair policies. Recommends amount and type of maintenance training. Provides commander and staff with evaluation of maintenance

TASK	S1	S2	S3	S4
a. Priorities for Employment (continued)				conditions, an estimate of impact on planned operations, and recommendations for correction or improvement of conditions.
b. Movement and General Location for Combat Service Support Activities.	Coordinates with S4 on general location and time of movement concerning administrative activities.	Provides S4 with enemy situation and capabilities affecting location of logistic activities and time of movement.		Selects general location of support area; designates time of movement of service elements; coordinates with supporting activities.
c. Maintenance.			Coordinates with S4 for inclusion of maintenance training and supply economy in training program. C-EO coordinates COMSEC evacuation and external support requirements.	Supervises maintenance program. Coordinates backup support for maintenance beyond the capability of assigned or attached maintenance assets.
d. Utilities for Facilities.				Coordinates activities pertaining to maintenance and repair of utilities for facilities.
e. Collection and Disposition of Excess Property.			May recommend use, allocation, and priority of issue of excess property.	Provides subordinate units with guidance for disposition of excess property. Allocates usable supplies and equipment (coordinates with S3).

APPENDIX C

Tactical Special Security Operations

The Special Security Officer (SSO) system is a Department of Defense security and communications system used to transmit sensitive compartmented information (SCI) between commands, between services, and to and from National level intelligence agencies.

The Assistant Chief of Staff for Intelligence, Department of the Army (ACSI-DA), has established a DA SSO system which includes all tactical and non-tactical SCI facilities. The US Army Special Security Group operates and maintains all non-tactical SCI facilities, conducts a school for training SSOs, and conducts annual inspections of SCI facilities. The ACSI-DA establishes policy for the entire system.

To run the SCI facilities for the division, the division has a SSO, who works for the G2. He is normally school-trained, accredited by the ACSI-DA, and appointed on orders by the division commander. His duties include:

☐ Supervising the handling, use, storage, sanitization, and dissemination of SCI.

☐ Providing proper documentation for CEWI personnel to perform SCI courier duties.

☐ Managing special intelligence billets, processing SCI clearances, and briefing and debriefing SCI cleared personnel other than those assigned to the CEWI battalion.

☐ Handling general officer privacy communications to include pickup, delivery, and file maintenance of privacy correspondence. Under these circumstances, the SSO works directly for the commander or other general officers authorized privacy communications. Privacy communications are under the control of the division commander. No other individual within the division is authorized to read any privacy communication unless approved by the division commander.

SCI is also handled, used, stored, sanitized, and disseminated by MI battalion personnel. Personnel in the DTOC support element, battalion operations center, and C&J platoons all have functions relating to SCI. Although security policy is disseminated and enforced through the SSO, CEWI operations involving SCI are not controlled by the SSO. MI battalion responsibilities for SCI are to;

☐ Establish and operate SCI facilities to include communications terminals and work areas.

☐ Provide SCI courier support to the command.

☐ Disseminate SCI in accordance with appropriate regulations and policies.

☐ Provide a secure communications channel for privacy communications.

☐ Perform billet management; provide briefing, debriefing, and assist with clearance procedures for CEWI personnel.

☐ Obtain the SCI required by the commander and staff.

The operation and control of Department of the Army SSO SCI communications is closely

regulated by DA policy. For further information about the SSO system, the reader should refer to:

(C) AR 380-28, **The Special Security Officer System** (U).

(S) AR 380-35, **Security, Use, and Dissemination of Communications** (U).

(C) TB 380-35, **Security, Use, and Dissemination of Sensitive Compartmented Information** (U).

Glossary

ACSI-DA	Assistant Chief of Staff for Intelligence, Department of the Army
ARTEP	Army Training and Evaluation Program
ASL	Authorized Stockage List
ASP	Ammunition Supply Point
ATGM	Antitank Guided Missile
AVUM	Aviation Unit Maintenance
C-E	Communications-Electronics
C-EO	Communications-Electronics Officer
CEWI	Combat Electronic Warfare Intelligence
CI	Counterintelligence
C&J	Collection and Jamming
CM&D	Collection Management and Dissemination
COMINT	Communications Intelligence
COMJAM	Communications Jamming
COMSEC	Communications Security
CP	Command Post
DA	Department of the Army
DAO	Division Ammunition Officer
DISCOM	Division Support Command
DOD	Department of Defense
DS	Direct Support

DSA	Division Support Area
DTOC	Division Tactical Operations Center
ECM	Electronic Countermeasures
ECCM	Electronic Counter-countermeasures
EEFI	Essential Elements of Friendly Information
EEI	Essential Elements of Information
ELINT	Electronic Intelligence
ELSEC	Electronic Security
EOB	Electronic Order of Battle
EPW	Enemy Prisoner of War
ESM	Electronic Support Measures
EW	Electronic Warfare
FIST	Fire Support Team
FLOT	Forward Line Own Troops
FM	Field Manual, Frequency Modulation
FRAGO	Fragmentary Order
GS	General Support
GSR	Ground Surveillance Radar
GZ	Ground Zero
HF	High Frequency
HHOC	Headquarters, Headquarters and Operations Company

IEW	Intelligence Electronic Warfare
IMINT	Imagery Intelligence
IPB	Intelligence Preparation of the Battlefield
IPS	Intelligence Production Section
MI	Military Intelligence
MOPP	Mission Oriented Protective Posture
MOS	Military Occupational Speciality
MTOE	Modified Table of Organization and Equipment
NATO	North Atlantic Treaty Organization
NBC	Nuclear, Biological, and Chemical
OEG	Operational Exposure Guidance
OPCON	Operational Control
OPFOR	Opposing Force
OPORD	Operation Order
OPSEC	Operations Security
OPSEC M&A	Operations Security Management and Analysis
PLL	Prescribed Load List
POL	Petroleum, Oils and Lubricants
PX	Post Exchange
RADIAC	Radiation, Detection, Indication, and Computation

RATT	Radio Teletypewriter
REMS	Remote Sensors
SCI	Sensitive Compartmented Information
SIGINT	Signal Intelligence
SIGSEC	Signal Security
SOP	Standing Operating Procedure
SQT	Skill Qualification Test
SSO	Special Security Officer
SWO	Staff Weather Officer
TA	Traffic Analysis
TACCP	Tactical Command Post
TCAE	Technical Control and Analysis Element
TOC	Tactical Operations Center
TOE	Table(s) of Organization and Equipment
USAF	United States Air Force

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3 JULY 1981

By Order of the Secretary of the Army:

E. C. MEYER
General, United States Army
Chief of Staff

Official:

ROBERT M. JOYCE
Brigadier General, United States Army
The Adjutant General

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