



Research Product 98-36

The Brigade Battle Captain – A Prototype Training Product

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Infantry Forces Research Unit

U.S. Army Research Institute for the Behavioral and Social Sciences

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for the Behavioral and Social Sciences**

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**EDGAR M. JOHNSON
Director**

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Technical Review by

Kathleen A. Quinkert, ARI
Robert E. Solick, ARI

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Richard L. Wampler (BDM), James Centric (BDM), and Margaret S. Salter (ARI)

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7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)

BDM International, Inc.
1801 Randolph Road, S.E.
Albuquerque, NM 87106

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This report documents the analysis, design, and development of a prototype training product for the Brigade Battle Captain. The product is a computer-based, stand-alone, training support package to assist individual officers and noncommissioned officers in infantry brigades in learning to perform their duties as Battle Captains. The product consists of a compact disk that presents a self-paced course of instruction on the roles and responsibilities of the Battle Captain. Lessons learned from observing and evaluating unit training exercises at the combat training centers (CTCs) serve as the basis for some content. The course also contains numerous tactics, techniques, and procedures and job aids that will assist Battle Captains in understanding and mastering their individual skills and their role in the collective process.

This program continues ARI's efforts to provide computer-based instruction to military personnel through the CTCs and the Force XXI Training Program. The U. S. Army Infantry School and the Joint Readiness Training Center will assist in evaluation of ways to implement this training. The Battle Captain training materials have application beyond Infantry.

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Richard L. Wampler and James Centric
BDM International, Inc.

Margaret S. Salter
U.S. Army Research Institute

Infantry Forces Research Unit
Scott E. Graham, Chief

U.S. Army Research Institute for the Behavioral and Social Sciences
5001 Eisenhower Avenue, Alexandria, Virginia 22333-5600

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FOREWORD

The U. S. Army Research Institute for the Behavioral and Social Sciences (ARI), Infantry Forces Research Unit, has, over the past several years, conducted research designed to improve training and performance for battalion and brigade staff officers. Early ARI research sponsored by the Defense Advanced Research Projects Agency developed training for individual staff officers in the Army National Guard. The two resulting computer-based training programs were subsumed under the generic title of Battle Staff Training System (BSTS). This work was both refined and expanded under the auspices of the ARI Armored Forces Research Unit and the Force XXI Training Program at Fort Knox. Additionally, in conjunction with the Joint Readiness Training Center (JRTC) Leaders Training Program, a course of instruction on the Military Decision-Making Process was produced, further documenting capabilities and application of computer based instruction (CBI).

This report describes the design and development of a CBI product prepared to train junior officers and noncommissioned officers to perform duties as Battle Captains. This prototype training product instructs brigade Battle Captains in their various roles as information managers, battle trackers, participants in the military decision-making process, and officers-in-charge of the tactical operations center. This Battle Captain training package was especially designed for initial distribution to infantry brigades and personnel at the JRTC and the U. S. Army Infantry School (USAIS). Much of the content, however, presents processes and techniques that would facilitate the job performance of Battle Captains at other organizational levels and in different types of units. The compact disc-based material provides an explanation of what tasks are to be accomplished and also presents tactics, techniques, and procedures and job aids that can be used by Battle Captains. BDM International, Inc. performed the work under ARI work unit H0027, Light Forces Training.

These Battle Captain materials have been provided to the JRTC and the USAIS officer advanced course instructors to use in small group training environments and the results of this research effort have been briefed to personnel throughout the JRTC, and to the USAIS. An ARI evaluation of means of implementation of and the training value of the materials is underway in selected Active and Reserve Component units.

ZITA M. SIMUTIS
Technical Director

ACKNOWLEDGMENTS

Special thanks are given for the contribution of Mr. Don Smith, the Battle Captain coach at the JRTC Leaders Training Program. Don's original materials and extensive experience in guiding the development of Battle Captains provided much of the foundation for this product. Thanks are also due to the many present and former battle captains who reviewed these materials and provided thoughtful comments based on their own experiences in fulfilling this most challenging position. Additional acknowledgment is made of the contributions of Mr. Michael Martin who played a key role in the formal reviews.

THE BRIGADE BATTLE CAPTAIN: A PROTOTYPE TRAINING PRODUCT

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THE BRIGADE BATTLE CAPTAIN - A PROTOTYPE TRAINING PRODUCT

Introduction

Given the increased lethality of weapons systems, the employment of technology to monitor and orchestrate battlefield events, and the speed with which the situation can change, a unit must operate within the enemy's decision cycle in order to be successful. Operation within the enemy's decision cycle requires the ability to operate effectively and efficiently. This will depend largely on the effective execution of a well conceived plan. Execution is greatly enhanced when the decision makers receive timely information to help visualize the battlefield, and the actions of the unit are synchronized. Regardless of the competencies of the unit and its commander, this visualization and synchronization can be significantly degraded if battle tracking and information management are not properly conducted during the execution of an operation. The Battle Captain is the key individual responsible for ensuring proper information management and battle tracking during operations. He is the linchpin that can make a difference between victory and defeat on the battlefield.

Background

Due to technology advances, vast amounts of data can and will be gathered on the future battlefield. While access to extensive information can be beneficial, it can also be devastating. As stated in Field Manual (FM) 100-5, Operations, "In modern battle, the magnitude of available information challenges leaders at all levels. Ultimately, they must assimilate thousands of bits of information to visualize the battlefield, assess the situation, and direct the military action required to achieve victory." (Headquarters, Department of the Army (DA), 1993, pg. 2-14). Unfortunately, there is no designated duty position in brigades and battalions to assist the commander in the performance of this function.

By default, most units have chosen to employ a junior officer or senior noncommissioned officer (NCO) to perform these information management and battle tracking functions during operations. Since this is not an authorized position in the unit organizational structure, there is no formal training and no doctrinal publication currently available that explains "how to" perform these duties. This causes each organization to develop its own training and training materials, which leads to a lack of standardization.

A 1996 study conducted by the Joint Readiness Training Center (JRTC) collected data over four rotations at the JRTC and three rotations at the National Training Center (NTC). The focus of the study was the tactical proficiency and effectiveness of brigade and battalion Battle Captains (JRTC, 1996). The findings indicated that Battle Captain duties were either not defined in unit standing operating procedures (SOP) or, if defined, lacked sufficient detail. The relatively junior officer performing Battle Captain duties was thus not able to determine what was expected of him. Further, nearly half of the Battle Captains had been in their position less than six months. To exacerbate the problem, since this position is usually only exercised during field operations, officers who had been in the position longer than six months were still very inexperienced. Additionally, the duties and responsibilities of the Battle Captain are generally

not taught at service schools. Therefore, the officers are not exposed to the requirements of this position in their professional military education. Summarizing the Combat Training Center (CTC) findings, there are three main distracters to Battle Captains being able to perform effectively: lack of defined duties and procedures in doctrine and SOPs, lack of training in the position, and lack of experience.

Historical Perspective

In 1995, the Center for Army Lessons Learned (CALL) published Newsletter No. 95-7, Tactical Operations Center (TOC), to provide a quick reference guide for newly assigned TOC personnel (CALL, 1995a). The CALL recognized that no single doctrinal source existed that consolidated tactics, techniques, and procedures (TTP) for TOC operations. The CALL acknowledged that the best information source at that time was Field Circular (FC) 71-6, Battalion and Brigade Command and Control, March, 1985. This FC is no longer in print and is hard to locate. Both the CALL newsletter and FC 71-6 stress the importance of tracking battlefield activities and managing the flow of information. Further, they identify a key duty position within the TOC that is charged with these responsibilities. The FC 71-6 refers to this position as the officer-in-charge of the TOC (TOC OIC), while the CALL Newsletter calls the position a Battle Captain. The publications state that this position is filled based on a variety of factors, but does not go further to explain that this is not an authorized position on unit manning documents.

To specifically assist the Battle Captain, CALL included an article in a CTC Quarterly Bulletin, entitled "What Now, Battle Captain?" (CALL, 1995b). The purpose was to explain what functions the Battle Captain would likely be expected to accomplish, i.e., the duties and responsibilities of the position. Also, the article provided many techniques to assist the Battle Captain in his duties.

Battle Captains receive most of their on-the-job training during rotations to the CTCs. The JRTC even provides a special full day training session for Battle Captains as part of the Leaders Training Program (LTP). Some Officer Advanced Courses (OACs) provide small group instruction which discusses the role of the Battle Captain. Material used at the schools is similar to the training materials used at the JRTC. In addition, some collective training programs, such as the Staff Group Trainer developed for the Force XXI Training Program, integrate the Battle Captain into the scenarios and exercises (Koges, et al., in press). Despite these initiatives, trends from units training at the NTC and JRTC continue to cite Battle Captain jobs like battle tracking, TOC operations, and information management as areas that need emphasis (CALL, 1996; CALL, 1997a; CALL, 1997b).

Computer-Based Instruction

One potential solution for training Battle Captains is through the use of computer-based instruction (CBI). Since the position is not authorized in manning documents, personnel named as Battle Captains perform other unit duties when the unit is not participating in operations. Therefore, available training time for Battle Captain duties is somewhat limited. Also, although

the number of personnel who perform Battle Captain duties within a unit is small (usually two or three at a maximum), Battle Captains are found in practically all units. Hence, although Battle Captains are found in all types of units, the actual training target audience is widely dispersed, located in relatively small densities throughout the Army, and has limited training time. Fletcher (1995), reviewing a number of studies, concluded that CBI may be best, and perhaps most cost-effectively used to provide training in situations such as this. CBI provides stand-alone materials for physically dispersed learners while training is standardized, and instructor variability is eliminated. Fletcher concluded that CBI can be used to accomplish a wide range of instructional objectives. It is often more effective and less costly than other, more commonly used approaches to military training.

Some CBI courses for brigade and battalion staff officers have already been developed and evaluated by the U.S. Army Research Institute (ARI). Twenty-eight courses of instruction developed for ARI in support of the Force XXI Training Program at Fort Knox contain tailored text and CBI lessons to train and evaluate staff officers' performance. (See André, Wampler, & Olney, 1997.) Staff officers and Armored Advance Course students who participated in the test of the courses were receptive to these computer-based training techniques. Based on performance in pre and post tests there was a marked improvement in job knowledge after completion of the courses, indicating effectiveness of this training.

Also, a stand-alone CBI course on the Military Decision-Making Process (MDMP) has recently been developed (in conjunction with, and for, the LTP at the JRTC (Wampler, Centric, & Salter, 1998).) This course contains instruction on the seven-step MDMP, as well as TTP, for the brigade staff, to include combat support and combat service support personnel.

Initial feedback from personnel who have used CBI courses indicates that they provide desired training flexibility and can be tailored to meet specific training needs by incorporating focused material. Courses can also assist in disseminating standardized techniques and procedures that can improve unit proficiency and interoperability. CBI lessons appear to be a valid tool for addressing training weaknesses within battalion and brigade staffs. Comments from users have been extremely positive concerning the value of the CBI courses and their contribution to overall unit training performance. Using CBI materials to train Battle Captains seems to have merit.

Purpose

The purpose of this research effort was to develop a prototype individualized training program to prepare staff officers and NCOs to perform duties as Battle Captains during collective training exercises. The specific focus was to design and develop a training package that would assist a brigade level staff officer to learn or hone individual Battle Captain skills and thereby enhance his entry level collective performance. The result of this training would be improved performance by Battle Captains during unit operations or at the CTCs.

This Battle Captain training package was especially designed for initial distribution to infantry brigades and personnel at the JRTC and the U.S. Army Infantry School. Much of the

content, however, presents processes and techniques that would facilitate the job performance of Battle Captains at other organizational levels and in different types of units. Thus the material, while specifically designed for Infantry, is definitely useable for other branches. The intent is to provide the training materials to units for use in home station training. Persons newly assigned to Battle Captain duties could use the CBI course to obtain standardized training prior to participating in a collective exercise. The LTP that precedes a JRTC rotation could use this course as a precursor or supplement for their on-site training. Also, instructors at OACs could use this course to enhance their small group training sessions, especially if they themselves have not yet served as Battle Captains.

Course Development

The following sections of this report present a summary of the process that was followed in creating the prototype training program. Evaluation of the course structure and content was a continuous process.

Target Audience

The course of instruction primarily targets captains who have completed an OAC, but others will benefit. A 1996 study surveyed units participating in seven different rotations at the CTCs. There were a total of 35 Battle Captains from the various organizations; 86 percent were captains and 71 percent had already completed their OAC. Only 14 percent had served as a company commander and 14 percent had completed the Combined Arms and Services Staff School (JRTC, 1996).

Battle Captains are typically employed at battalion level and above. While the type of information and amount of detail changes between levels, the process and procedures for managing information and coordinating TOC operations are similar at most command levels. The brigade level is the primary focus of this course, but most of the material is applicable to battalion level as well. As noted previously, although the course was designed specifically for Infantry Battle Captains, the material is equally applicable to personnel from other branches.

Course Content

Determining the necessary training content for this course involved research of several sources. As previously stated, the Battle Captain is not an authorized position on unit manning documents. As such, there are no doctrinal references that explain the roles and functions of this position. Some units have attempted to describe the duties and responsibilities of a Battle Captain or TOC OIC, but the descriptions are generally not in much detail, especially for relatively junior officers with limited experience (JRTC, 1996).

Selected doctrinal publications provide a discussion of staff operations and FM 100-6, Information Operations discusses the fundamentals of planning and managing information operations (DA, 1996). Unfortunately, staff manuals usually do not provide sufficient definition to be effective at battalion and brigade level. Consistent with this approach, FM 100-6 presents a

capstone overview which emphasizes the importance of information management and its relative advantage to knowledge-based warfare. While useful to gaining an over-arching perspective, it lacks the necessary detail for a staff officer charged with managing information during operations.

The JRTC LTP provides a full day of training for Battle Captains prior to their participation in a unit staff planning exercise. Training consists of a lecture/discussion which outlines the various functions that must be performed by the Battle Captain. A variety of techniques and procedures are offered that could be adopted for use in the units. The training explains what the Battle Captain must do and presents ways for doing it. This material is based on lessons learned from the CTCs and contains numerous TTP. The Battle Captain materials used in training during the JRTC LTP were compiled and developed at JRTC (Smith, 1997). Smith's materials, used throughout Battle Captain training, are the only systematic compilation of materials available.

The U.S. Army Infantry and Armor Schools were asked about the training they provide for Battle Captains since both schools offer small group instruction that presents and discusses Battle Captain duties and responsibilities. Instruction includes some staff group practical exercises where officers perform the role of Battle Captain, but the bulk of the training materials at each location consists of slides (Smith, 1997) that were originally developed and obtained from the JRTC.

Many lessons have been learned from observing unit rotations at the CTCs. The CALL has captured and published information in several pamphlets that discuss TTP for managing information and conducting TOC operations. There is no single source that addresses the roles and responsibilities of the Battle Captain, but rather numerous and varied suggestions that could be implemented to improve Battle Captain proficiency.

Other useful sources of information concerning Battle Captain duties were SOPs prepared by various units. Since practically all units at battalion level and above employ Battle Captains, most have included a description of duties in their TOC SOPs. Some even address information management procedures and the responsibilities of the different personnel. However, most are sketchy outlines that address "what to do", but lack the details of "how to" accomplish the functions.

Reviewing and analyzing the material contained in these sources yielded many similarities. While the specific duties of Battle Captain were presented differently between sources, the basic functions can be grouped into four areas: managing the flow of information, battle tracking, participating in the planning process and facilitating decision-making, and lastly, serving as the TOC OIC. Thus, this Battle Captain course contains material to explain what needs to be done by the Battle Captain in each of these four areas, as well as TTP that could assist in accomplishing these functions.

Course Design and Review

The course design consists of five separate lessons that can be completed in any order, although it is suggested that they be taken in sequence. (See Figure 1 which shows the Battle Captain Course structure.) An overview lesson outlines and describes the various roles of the

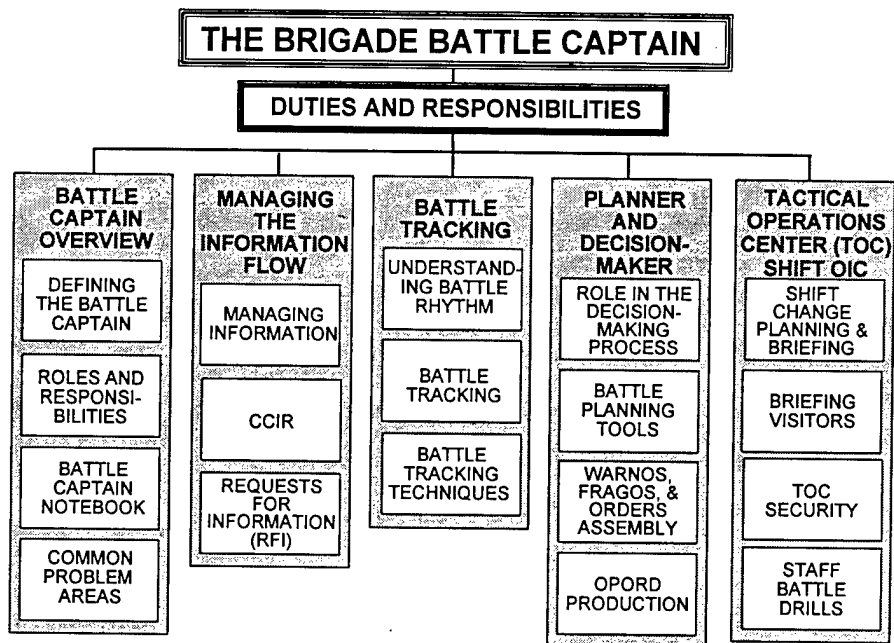


Figure 1. Course outline.

Battle Captain and highlights common problem areas that most units encounter. Each of the other four lessons covers, in detail, the major functions of the Battle Captain (Figure 2). Each



Specifically, the duties and responsibilities of the Battle Captain can be divided into four major areas:

- Information Management
- Battle Tracking
- Planning and Decision-Making
- TOC Operations Officer-in-Charge (OIC)

Figure 2. Responsibilities of the Battle Captain (Lesson 1).

lesson contains some detailed description of the tasks that must be performed. In addition to explaining "what" needs to be done, the lessons provide many TTP that explain "how to" accomplish the tasks. Sample procedures and tools successfully used by various units are included in the lessons. These can be adopted by a Battle Captain to assist him in the performance of his duties.

Draft storyboards were produced for each lesson. Storyboards contained information necessary to portray the content and flow of the instructional material. Information included the visual display (graphic, text, photo) that would appear on the computer screen, a written copy of the narration that would be recorded for audio presentation, and programming instructions for navigation through the course material.

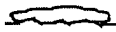


To ensure user involvement during the design and development of the course, paper copies of the draft storyboards were provided to selected personnel and organizations with subject matter expertise in the duties and responsibilities of the Battle Captain. The storyboard reviewers included small group instructors from the U. S. Army Infantry School Tactics Department, trainers from the Ranger Training Brigade and the U. S. Army Engineer School, as well as JRTC personnel, to include senior brigade level observer controllers, and LTP cadre and coaches. These experts reviewed copies of the storyboards to ensure instructional soundness, doctrinal accuracy, inclusion of useful TTP, completeness, and administrative correctness. Comments and written suggestions from the reviews were compiled, analyzed and evaluated. Storyboards were modified as necessary to accommodate the suggested changes and to ensure that the materials were accurate and complete. This process ensured that the user community was involved in the developmental process.

Completed storyboards were then prepared for authoring. Graphic artists produced final visual displays and the narrations were recorded. These materials were then authored into CBI using a commercially available software program, ToolBook II. Quality assurance reviews were conducted by the contractor and government personnel to ensure that the courseware was programmed and operated as designed.

Final Product

Lesson 1 provides an overview of the Battle Captain position to ensure the staff officer understands the full scope of duties and responsibilities. For example, he must recognize from the outset the requirement to manage information and track the flow of battle during ongoing operations, as well as to be an active participant in the decision-making process while the unit plans for upcoming operations. In addition, some suggestions are presented that could help the Battle Captain in all facets of his job. For example, compiling and maintaining a reference notebook (sample pages shown at Figure 3) is a recommended technique. Also, some potential problem areas (often observed in units) are identified so the Battle Captain can be prepared to avoid these pitfalls or areas of uncertainty in his performance.

Battle Captain Notebook

Mine Dump Planning Factors		Temperature Gradient Effects.		
# OF PERSONNEL	QUANTITY OF MINES	Time of Day and Weather Conditions	Temperature Gradient	Smoke Behavior (Wind Direction →)
2-Man TM (2 minutes per mine)	25 mines/hr	Night - until 1 hr after sunrise. Wind speed is < 9kph* Cloud cover < 30%.	Stable (Inversion) (Ideal)	
Squad (8 soldiers)	100 mines/hr*	Day - most often 1 to 2 hrs before and after sunrise. Wind speed is > 9 kph. Cloud cover is > 30%.	Neutral (Favorable)	
Platoon	300 mines/hr*			
Company	10800 mines/day	Day - beginning 2hrs after sunrise. Wind speed is < 9kph. Cloud cover < 30%.	Unstable (Lapse) (Marginal)	
* 3600 mines/day 50 min per hr/12hrs per day		*9kph = 5 knots		

Naval Gunfire Weapons Data					
INCHES, CALIBER	AMMUNITION	CLASS OF SHIP	FULL CHARGE RANGE (meters)	MAX RPMPG	SUSTAINED RPMPG
5 inches, 38	HE, HC (MK49)	Long Beach Iowa	15,904	20	15
	Illuminating		14,173		
	WP		16,070		
5 inches, 54 MK 42	HE, HC (MK 64/41)	Knox, Adams Farragut Belnap, Truxtun	23,133	35	20
	Illum (MK 91)		18,288		
	WP		20,004		
5 inches, 54 MK 45	HE, HC (MK 64/41)	Spruance, Kidd Arleigh Burke Ticonderoga California, Virginia	23,133	20	20
	Illum (MK 91)		18,288		
	WP		20,004		

Figure 3. Sample memory aids for Battle Captain notebook (Lesson 1).

After the overview lesson, each of the following four lessons addresses one of the specific functions of the Battle Captain. Information is an essential foundation of knowledge-based warfare. A commander must receive vital information in an understandable and timely manner in order to ensure the appropriate actions and synchronization occur among his forces. Therefore, the Battle Captain, serving at the hub of this information network, is a critical linchpin.

Information will be distributed throughout the battlefield through voice, electronic, and paper-based means. The Battle Captain must be trained and prepared to review vast amounts of information in a rapid manner, discern the relative importance of the material, and quickly determine what action needs to occur. This could involve merely having the item posted to a log or disseminating it to key leaders at dispersed locations. Lesson 2 explains a process for managing the flow of information. Units might adopt different internal procedures, but the basic process should be relatively standard. Figure 4 provides a schematic from the lesson that depicts a way to handle and process conventional radio messages. The lesson also contains various guidelines that will assist a Battle Captain in assessing the criticality of information, based on the commander's guidance. Depending on the importance of the information at the time it is received, the Battle Captain might process it differently. Several TTP are integrated throughout to provide helpful tips in improving information management.

Battle tracking is the function presented in Lesson 3. An important part of battle tracking is the establishment of a unit's battle rhythm. The lesson begins by explaining the value of arranging key coordination events over a set time frame, usually a day, to preclude commanders and staffs from competing for the same periods of time. Sample schedules for TOC shift

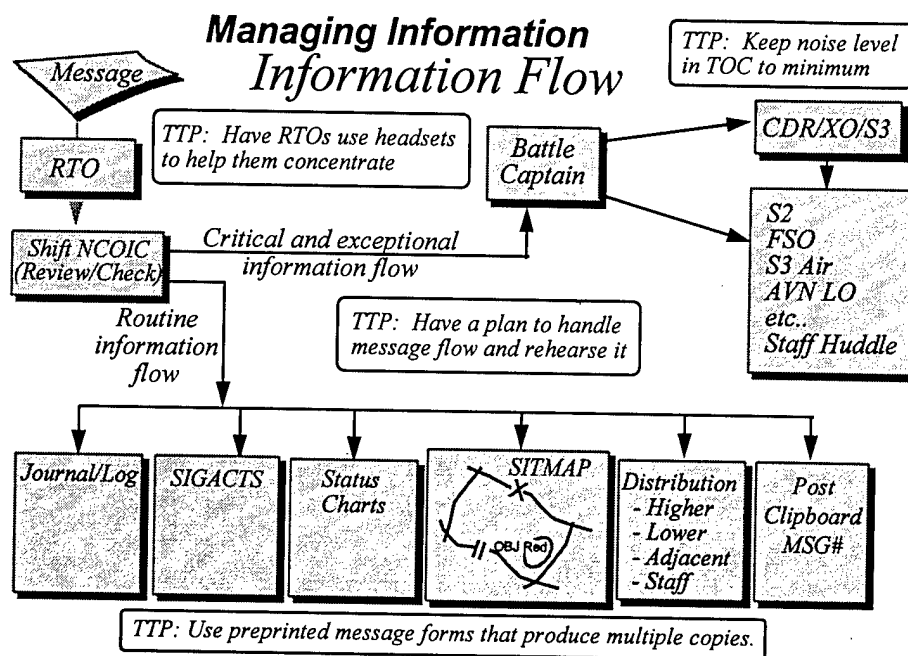


Figure 4. Schematic for information flow (Lesson 2).

changes, commander's daily updates, rehearsals, targeting meetings, etc. are provided for consideration. The lesson continues by addressing one of the main battle tracking tools, i. e. displaying the required and most current information in an easy to understand manner. An example display (Figure 5) is included in the lesson, along with TTP for developing the most beneficial charts and how to keep them current during the flow of battle. Just tracking information is not necessarily beneficial. The Battle Captain must know what information to track when and where to obtain the information. Various lists are provided that can be used to help identify what critical items should be tracked at different phases of an operation. In addition, many techniques for tracking information are offered that have proven successful in units. The Battle Captain is also provided various sample tools and procedures, such as certain display boards and annotated journals, for tracking the battle.

One of the major functions of the brigade headquarters is to plan and prepare for operations using the military decision-making process (MDMP). A key player in this process is the Battle Captain. Lesson 4 provides an overview of the Battle Captain's involvement and actions that he should perform to support this process. As the TOC OIC, the Battle Captain must ensure that the physical work space is ready when the staff is prepared to conduct planning activities. This includes, but is not limited to, having the proper supplies on-hand, posting the most current information on display boards, clearing work space for each of the planning cells, and arranging shift schedules so key participants are available to support the planning effort. In addition, the Battle Captain is a key player in requesting and disseminating information needed by the staff throughout the MDMP. Finally, the Battle Captain will be one of the principal users of some main products resulting from the MDMP, e. g. the decision support template.

Example of Display Set-Up

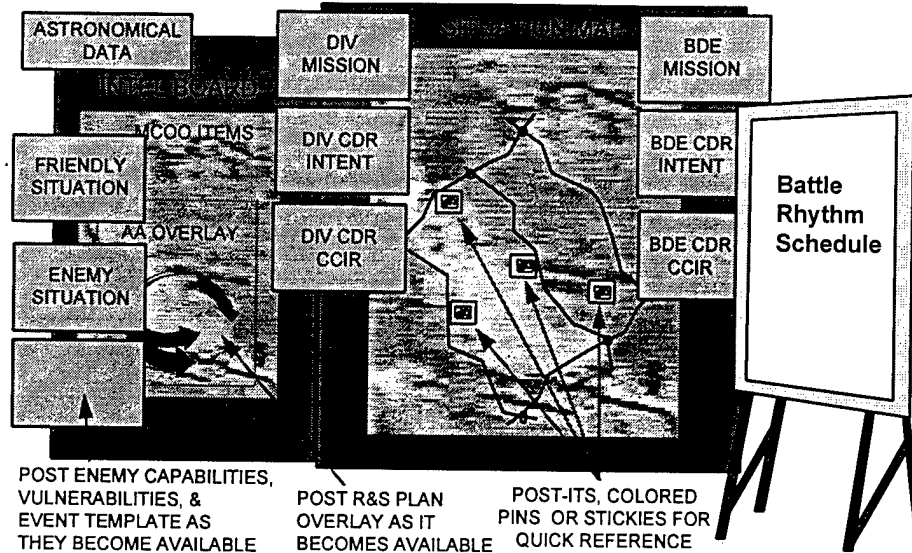


Figure 5. Example information display (Lesson 3).

Besides providing an overview of the MDMP, Lesson 4 also discusses three of the main MDMP products: the synchronization matrix, an execution matrix, and a decision support template (DST). These are presented in the Battle Captain training materials so the Battle Captain can become familiar with their content and learn how he should use them. For example, Figure 6 provides an indication of where the DST fits within the scheme of development in the

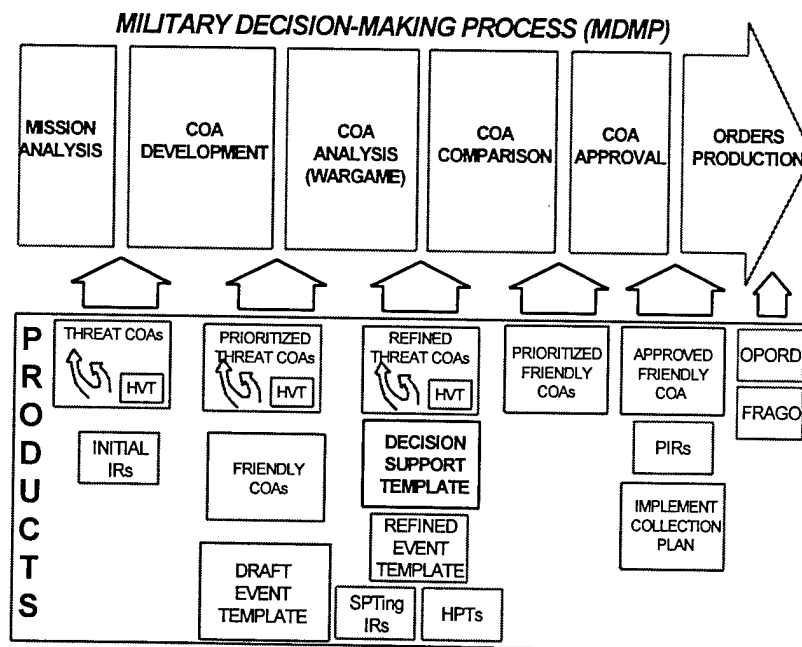


Figure 6. DST within MDMP framework (Lesson 4).

MDMP. The lesson also includes sample DSTs used by various units and instructions on how to use the DST in battle tracking and managing information flow.

The Battle Captain is usually charged with responsibility for producing orders. This includes warning orders throughout the MDMP, as well as the operation order (OPORD) at the conclusion of the MDMP. Lesson 4 contains different TTP and sample formats for orders that can be used to expedite the production and distribution process. In addition, the lesson provides TTP for compiling the portions of the OPORD, then reproducing and disseminating the OPORD in an efficient and timely manner.

As described above, the Battle Captain must be proficient in the performance of a variety of functions. His last major role is performing as the TOC OIC. As he serves in this capacity, there are certain areas that underpin the other basic functions. The last lesson of the course addresses some of these common areas. Figure 7 shows four of the main areas with which the Battle Captain must be concerned. Each of these represents an underlying critical task area that could jeopardize the unit mission if not performed properly.

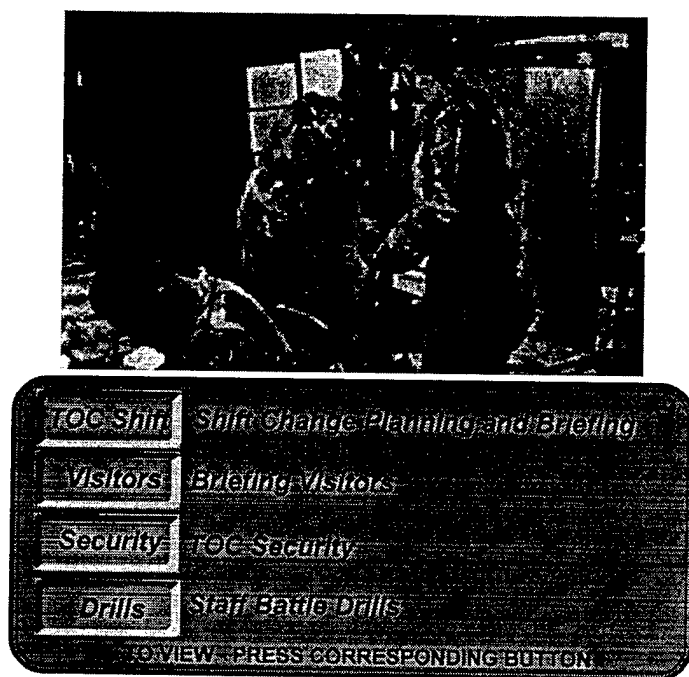


Figure 7. Common areas of concern (Lesson 5).

One of these critical areas is a well planned and orchestrated personnel change over at the end of a duty shift. Departing personnel must thoroughly brief incoming personnel to ensure vital information is available and the operational situation is understood. The lesson provides a sample checklist (Figure 8) that can be used by a Battle Captain to facilitate information exchange and ensure the transition between shifts is conducted in an efficient manner.

A tactic, technique, and procedure (TTP)...

TOC Shift Checklist	
<input type="checkbox"/> Fill in the blank OPORD/FRAGO forms on hand	<input type="checkbox"/> Copy of brigade TSOP & TOC battle drills on hand
<input type="checkbox"/> Clocks posted (time correct off GMRS)	<input type="checkbox"/> Continuity book on hand and updated
<input type="checkbox"/> "4 TOC system" in place: rules/ref & background data/status boards/TOC journal present	<input type="checkbox"/> ARTEP/MTP and other required reference manuals and data is on hand (See TSOP for listing)
<input type="checkbox"/> TOC rules posted	<input type="checkbox"/> Combat status on hand/updated
<input type="checkbox"/> Significant activities board posted/updated	<input type="checkbox"/> TOC journal present (includes shift lessons learned)
<input type="checkbox"/> OPS, S2, and FS maps posted next to each other	<input type="checkbox"/> Battle Captain Book on hand
<input type="checkbox"/> Execution matrix posted (check unit locations)	<input type="checkbox"/> Security plan in effect
<input type="checkbox"/> Standardized overlays with grid reference markings	<input type="checkbox"/> Air defense level identified/measures enforced
<input type="checkbox"/> Shift chart w/sleep plan and locations known to all	<input type="checkbox"/> Radios turned down/conversations in low voice
<input type="checkbox"/> Field foot locker w/SOP packing list posted/updated	<input type="checkbox"/> Generator refueling plan in place
<input type="checkbox"/> MEDEVAC procedures posted at RTOs' desks	<input type="checkbox"/> Planning area clean and prepared
<input type="checkbox"/> RTO frequency cheat sheets prepared and updated	<input type="checkbox"/>
<input type="checkbox"/> Frequency changeover plan in place (one radio on old frequency to police up net)	<input type="checkbox"/>
<input type="checkbox"/> SOI compromise/counter-jamming SOP present	<input type="checkbox"/>
<input type="checkbox"/> Commo net status chart updated	<input type="checkbox"/>
<input type="checkbox"/> NBC support outlined. Pers/equipment emplaced	<input type="checkbox"/>
<input type="checkbox"/> Current challenge and password posted/known	<input type="checkbox"/>
<input type="checkbox"/> Weather posted/effects analyzed out to 72 hrs	<input type="checkbox"/>
<input type="checkbox"/> Mandatory reports from outgoing shift submitted	

Figure 8. TOC shift checklist (Lesson 5).

In addition to this checklist, various TTP and guidelines are provided to assist staff officers in developing or enhancing their unit procedures (see Figure 9).



The entire shift should arrive 30 minutes to one hour prior to the start of their duty. This allows for:

- Each counterpart to informally brief his replacement
- Time and additional manpower to help in a crunch
- A formal shift change briefing

Figure 9. Sample TTP for TOC shift change (Lesson 5).

Another area of concern is briefing and handling visitors (Figure 10). Potential visitors include high ranking military officers, politicians, and officials from the U.S., allies, and the host nation as well as international organizations and media representatives. Regardless of the operation, Battle Captains will likely be responsible for planning for, greeting, and briefing unit

President Clinton meeting with soldiers of the 24th Infantry Division (M) at a tactical assembly area in Kuwait, 1995.



What the Battle Captain must be concerned with:

- What is the purpose of the visit?
- What can be told about the current situation?
- Where can the briefing be held?

Figure 10. Battlefield visitors (Lesson 5).

visitors. Lesson 5 contains some basic considerations that have proven to be beneficial. As an added assist, the course contains some general guidelines for dealing with the media.

Security of the TOC (Figure 11) is everyone's concern, but there is usually a battle staff NCO charged with overall responsibility. Depending on the unit standing operating procedures,



TOC Security

Figure 11. Responsible for TOC security (Lesson 5).

the Battle Captain ordinarily supervises the NCO and must spot check to ensure continual security. The Battle Captain course provides some general rules and reminders that are useful in maintaining both physical and operational security of the TOC.

One valuable technique for training staff integration is staff battle drills. While it is a commander's responsibility to train his staff, the Battle Captain, in his role as OIC of a TOC shift, will likely be the person to initiate and orchestrate the drills during operations. Based on research of numerous unit rotations at the CTCs and information presented in various courses of instruction at the appropriate service schools, ten staff battle drills (Figure 12) were identified as applicable to most units. Each of the drills represents a scenario that would cause the TOC to

Brigade Staff Battle Drills

- Staff Battle Drill 1: React to Reported Enemy Ground Contact*
- Staff Battle Drill 2: React to Report of Enemy Indirect Fire (Q36 Drill)*
- Staff Battle Drill 3: React to Report of Enemy C2 Node (MI Intercept)*
- Staff Battle Drill 4: React to Report of Enemy Sighting*
- Staff Battle Drill 5: React to Loss of Communications with Subordinate Unit*
- Staff Battle Drill 6: React to Report of of Enemy Air Defense Artillery*
- Staff Battle Drill 7: React to Report of Located Enemy Logistics Site*
- Staff Battle Drill 8: React to Report of Enemy Air Attack*
- Staff Battle Drill 9: React to Report of Enemy Minefield*
- Staff Battle Drill 10: React to Report of Enemy Chemical Attack/Threat*

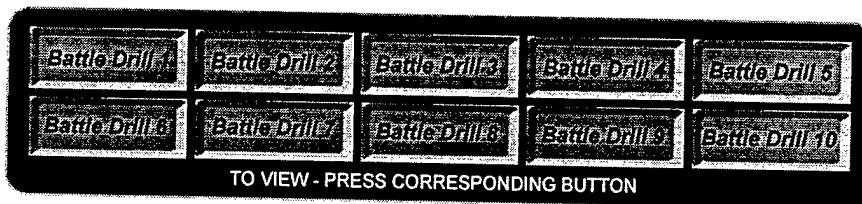


Figure 12. Staff battle drills (Lesson 5).

take some action. The drills present a technique for reacting to the given situation. Battle Captains or units can adopt the drills in the format presented or modify them to meet their specific unit needs and situations.

The staff battle drills are displayed in easy to follow, step-by-step schematics as shown in Figure 13. Each drill has a flow chart that serves as a quick reference during drill execution. These schematics can be reproduced and maintained in the Battle Captain reference notebook to be used as an aid during execution of a drill. They can also be posted in unit TOCs as a visual aid for all participants during operations and exercises. In addition to the schematic, each step of the drill is briefly explained. This serves as an abbreviated checklist to guide someone through drill execution. The drill states what needs to be accomplished, but does not explain the specifics of how to accomplish each step. These specifics are dependent on the unit SOP. Finally, the drills identify the person responsible for accomplishing each action. For example, in Battle Drill #1, React to reported enemy ground contact (Figure 13), step 1, item 2, "alert the TOC," should

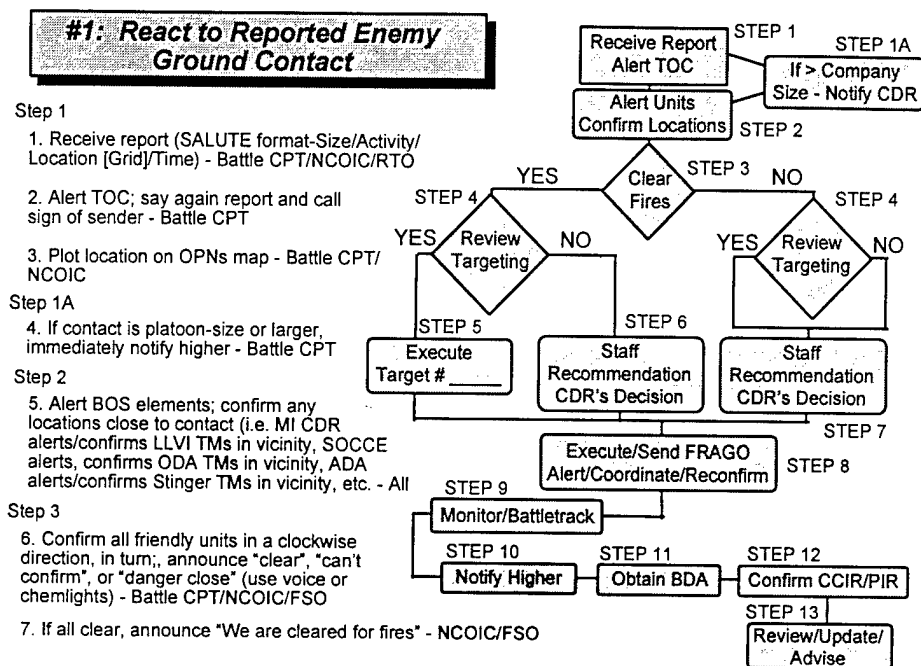


Figure 13. Sample staff battle drill (Lesson 5).

be done by the Battle Captain, while step 1, item 3, "plot location on operations map," could be done by either the Battle Captain or NCOIC. Additional information on Battle Captain Battle Drills can be found in a set of Job Aids included on each CD, and at Appendix A to this report.

Lessons Learned

As noted at the start, there is a valid need for a Battle Captain training product. The existing training materials are extremely limited and are not readily available to units and staff officers when needed. The JRTC 1996 study results were reconfirmed: Battle Captains receive little or no training prior to assuming the duty position, the turn-over rate is relatively high, and unit SOPs are generally not detailed enough to serve as a training guide for Battle Captains.

Personnel who reviewed the draft Battle Captain course material verified that doctrine is nonexistent, but TTP are abundant. Many have their own ideas of how to accomplish the variety of tasks normally assigned to a Battle Captain, but these ideas are not routinely documented. Where units have taken time to record processes and procedures, they are usually not comprehensive and detailed enough to train new Battle Captains. Due to the doctrinal void, most personnel seem to be very receptive to any published suggestions or TTP. A point of caution, however, is that the TTP can and should change over time based on the evolution of new equipment and as new procedures are developed.

Having a variety of reviewers with different background and experiences yielded varied responses and comments. In this case, it was beneficial to obtain these differing ideas and suggestions. Depending on the reviewer's perspective and personal experiences, additional and

differing TTP were provided for inclusion in the course. These differences represented a broad view of the Battle Captain position and produced TTP that might otherwise have been overlooked.

Even with a selection of reviewers from varied backgrounds, there was vast similarity between the responses. While each reviewer added his own particular and specific suggestions, the general functions of the Battle Captain and the basic procedures were consistent. This would indicate that while this course was developed with the Infantry Battle Captain in mind, it is applicable to Battle Captains in other type units, as well. Differences in equipment and personnel organization would cause a unit to modify some techniques and procedures. For example, although information dissemination techniques will depend on hardware capabilities and availability, the major processes remain unchanged.

The review process for this project had principal reviewers, subject matter experts (SMEs), use the draft paper-based storyboards as the primary medium. This allowed the SMEs to annotate suggested changes directly on the proposed graphic as well as the proposed narration. This review technique conserves time, manpower, and materials, all of which contribute to lower development costs.

Future Directions and Recommendations

The Battle Captain course was designed and developed specifically to fill a void in current training materials. This course is intended to be tutorial in nature. Staff officers can study and review the course material in any sequence desired, but the entire focus is on presenting information to train the officer how to be a Battle Captain. The rather limited focus is different from some other CBI developed under the Force XXI Training Program. It was intended to provide a first step in filling a deficit in training materials for a specific duty position.

At a later date, selected content could be modified or expanded to accommodate modifications to unit equipment, for example completely automated and digital information management capabilities as opposed to voice radio transmissions. As an added tool to reinforce learning, a series of practical exercises could be developed and incorporated into the course. Examinations for each lesson could be used to evaluate understanding and also provide feedback to staff officers so they assure themselves of learning. This would provide an added capability for trainers.

Battle Captain positions are routinely filled by lieutenants and NCOs as well as junior captains. To assist personnel who are assigned to this position, the course material should be distributed or readily available throughout the Army either through U.S. Army schools or through the Center for Army Lessons Learned. This would be made possible by disseminating the compact discs (CDs) to operational units at the battalion and brigade level and to officer and NCO advanced courses. Based on the course of instruction, the Battle Captain course material could be integrated into existing lessons or provided as an additional study item for students who desire to study on their own. When the appropriate electronic distribution capability is

accessible, the Battle Captain course could be reprogrammed and placed on the World Wide Web for Internet access.

While the content of the course has been reviewed and approved by representative users, the formal assessment of course impact on proficiency has not yet been accomplished. The evaluation will be conducted by ARI before the end of FY98. It will address two major areas: first, the value of this training course in preparing staff officers to serve as Battle Captains; and second, the value of CBI material as a means to train TTP to an audience of low density personnel who are located at widely spread locations. Both individual users and units will provide feedback on the course and how they are using it. Given a positive outcome of the evaluation, other CBI courses might be developed for various other staff positions or processes requiring individual proficiency and staff integration prior to collective participation.

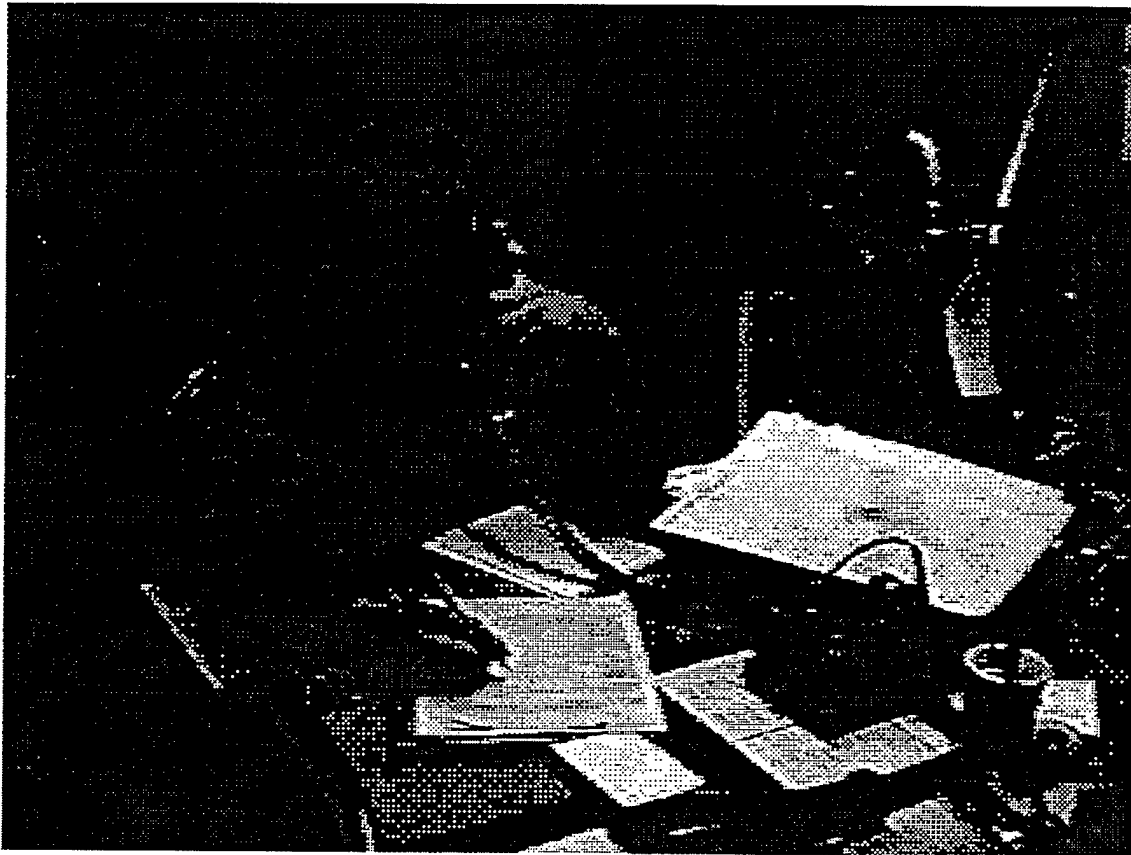
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Appendix A ***The Brigade Battle*** ***Captain Course***



Job Aids

This Job Aids packet contains tools and samples to assist the Battle Captain in performing his duties. The packet is broken down into three sections, as follows:

Section I: Job Aids

Section II: Sample Forms

Section III: Staff Battle Drills

DUMMY COVER

BRIGADE BATTLE CAPTAIN - A PROTOTYPE TRAINING PRODUCT

Richard L. Wampler
BDM International, Inc.

James Centric
BDM International, Inc.

Margaret S. Salter
U. S. Army Research Institute

May 1998

Approved for public release; distribution is unlimited.

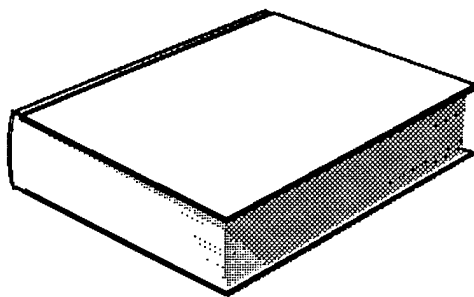
Section I:

Job Aids

Section I contains sample charts that were contained in the various lessons. These charts serve as a quick reference for several of the more complex tasks performed by the Battle Captain.



Sample Contents for Battle Captain Notebook



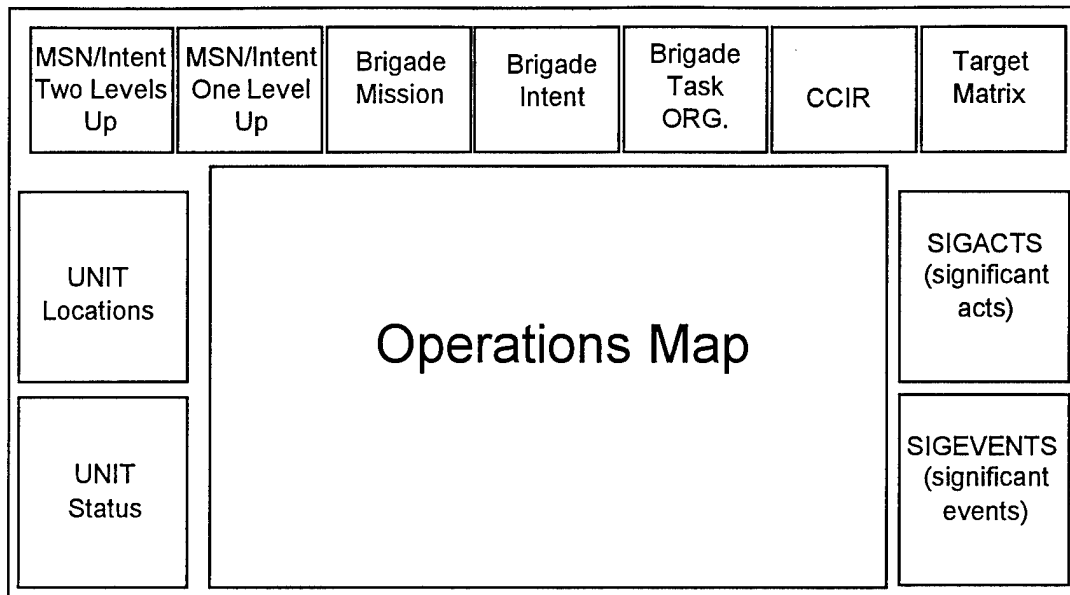
Duties and responsibilities of Battle Captain and the Battle NCO
Copies of OPORDs, OPLANs, FRAGOs, WARNOs, and current graphics
Report formats (blank/current)
Significant activities chart
Blank scorecards for friendly and enemy forces
Blank combat power reports
Current task organization
SALUTE report formats
TOC layout/equip/load plans
TAC layout/equip/load plans
Message forms/formats, etc.
Shift change brief format

Managing Information

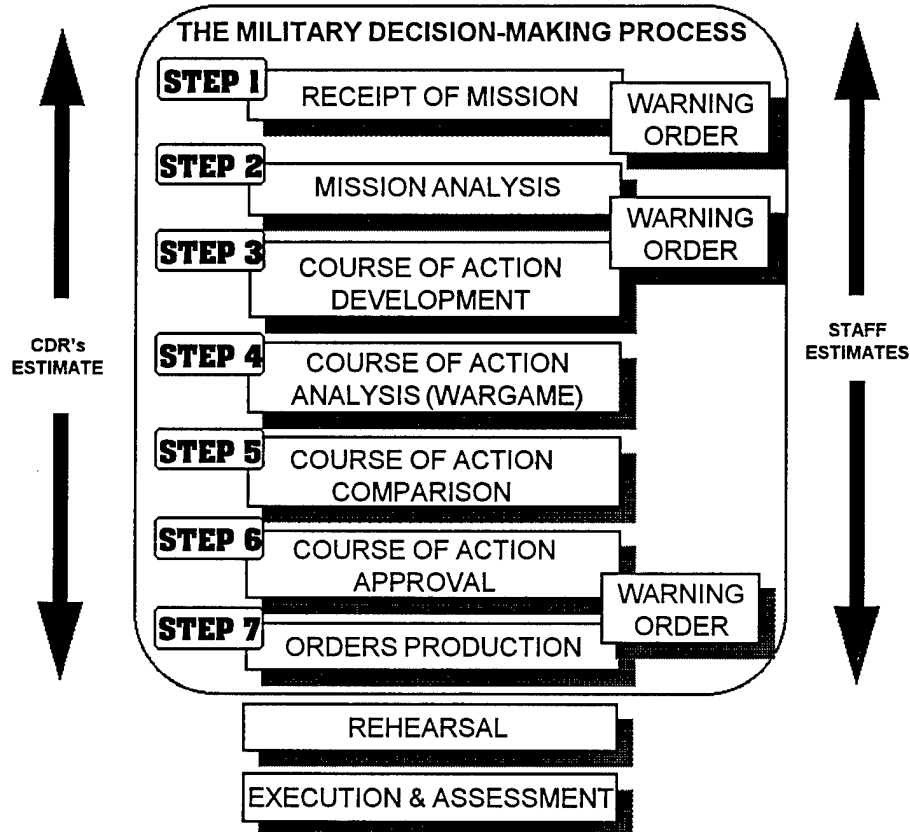
TOC Functions	XO	Battle Captain	OPS Staff	NCO/ NCO	RTO	Clerk/ Typist
Receive Information						
• Monitor situation	X	X		X	X	X
• Receive messages/reports				X	X	X
• Maintain journal/log				X	X	X
• Update/post unit locations		X		X		
• Update status boards/charts				X	X	X
Distribute Information						
• Submit reports				X	X	X
• Publish orders				X	X	X
• Pass messages/reports within TOC		X		X	X	X
Analyze Information						
• Receive in/outgoing reports/orders	X	X		X		
• Conduct predictive analysis	X	X		X		
• Identify CCIR	X	X		X	X	X
• Conduct MDMP*	X	X		X		
- Serve as recorders				X	X	X
- Develop terrain sketches					X	X
- Prepare charts and overlays					X	X
Make recommendation to commander	X	X		X		
Integrate/synchronize resources	X	X				

* MDMP - Military Decision-Making Process

Sample Operations Map Board Layout



THE MILITARY DECISION-MAKING PROCESS*



Process- A series of actions, changes, or functions that achieve an end result.

*IAW FM 101-5 Staff Organization and Operations dated May 97

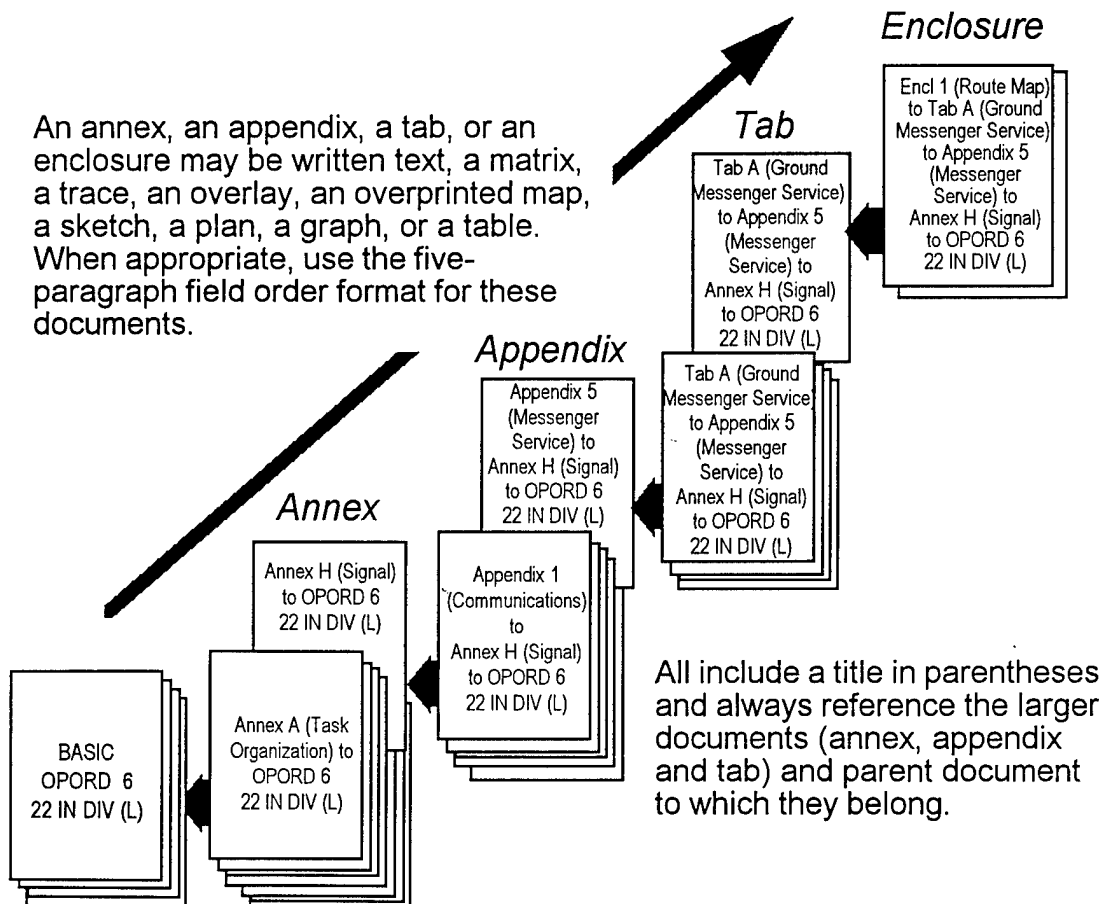
Annexes, Appendixes, Tabs and Enclosures

The number and type of annexes depend on the commander, level of command, and needs of the particular operation. Make every effort to minimize their number. They are referenced in the body of the order and listed under the heading "Annexes" at the end of the order. Units that do not require a particular annex indicate this by stating "Annex omitted".

Common Annexes

Annex A: Task Organization	Appendix 2: Traffic Circulation and Control
Annex B: Intelligence	Tab A: Traffic Circulation (overlay)
Appendix 1: Initial IPB	Tab B: Road Movement Table
Tab A: MCOO	Tab C: Highway Regulations
Tab B: Enemy Situation Template	Appendix 3: Personnel
Tab C: Analysis of AO	Appendix 4: Legal
Annex C: Operation Overlay	Appendix 5: Religious SPT
Annex D: Fire Support	Annex J: NBC Operations
Appendix 1: Air Support	Annex K: Provost Marshal
Appendix 2: Field Artillery Support	Annex L: Recon & Surveillance OPs
Appendix 3: Naval Gunfire Support	Annex M: Deep Operations
Annex E: Rules of Engagement	Annex N: Rear Operations
Annex F: Engineer	Annex O: Airspace CMD & Control
Appendix 1: Engineer Overlay	Annex P: C2 Warfare (C ² W)
Appendix 2: Environmental Considerations	Annex Q: OPSEC
Annex G: Air Defense	Annex R: PSYOP
Annex H: Signal	Annex S: Deception
Annex I: Service Support	Annex T: Electronic Warfare (EW)
Appendix 1: Service Support Overlay	Annex U: Civil-Military OPs
	Annex V: Public Affairs

An annex, an appendix, a tab, or an enclosure may be written text, a matrix, a trace, an overlay, an overprinted map, a sketch, a plan, a graph, or a table. When appropriate, use the five-paragraph field order format for these documents.



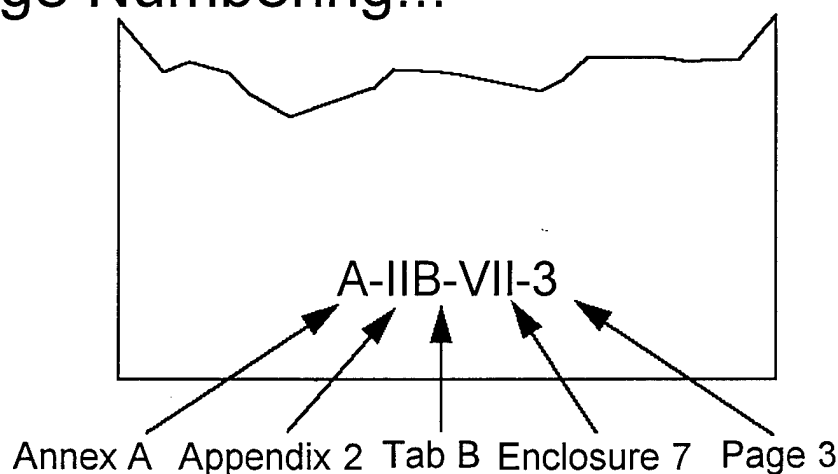
Referencing...

<i>Annex</i>	<i>Appendix</i>	<i>Tab</i>	<i>Enclosure</i>
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A, B, C, through Z 1, 1-1, 1-2, A, B, C, through Z 1, 1-1, 1-2, 2,
Then AA, AB, etc. Then 2, 2-1, etc. Then AA, AB, etc. 2-1, etc.

Refer to annexes, appendixes, tabs, and enclosures in the body of the parent document by letter or number and title. Also list them at the bottom of the parent document under the appropriate heading.

Page Numbering...



Use dashes to separate the alphabetical and Roman numeral groups that precede the Arabic page numbers of annexes, appendixes, and so forth. For example, the designation of the third page of Enclosure 7 to Tab B to Appendix 2 to Annex A (Task Organization) is A-IIB-VII-3.

TOC Shift Checklist

- ☐ Fill in the blank OPORD/FRAGO forms on hand
- ☐ Clocks posted (time correct off GMRS)
- ☐ "4 TOC system" in place: rules/reference and background data/status boards/TOC journal present
- ☐ TOC rules posted
- ☐ Significant activities board posted/updated
- ☐ OPS, S2, and FS maps posted next to each other
- ☐ Execution matrix posted (check unit locations)
- ☐ Standardized overlays with grid reference markings
- ☐ Shift chart w/sleep plan and locations known to all
- ☐ Field foot locker w/SOP packing list posted/updated
- ☐ MEDEVAC procedures posted at RTOs' desks
- ☐ RTO frequency cheat sheets prepared and updated
- ☐ Frequency changeover plan in place (1 radio on old frequency to police net)
- ☐ SOI compromise/counter-jamming SOP present
- ☐ Commo net status chart updated
- ☐ NBC support outlined. Pers/equipment emplaced
- ☐ Current challenge and password posted/known
- ☐ Weather posted/effects analyzed out to 72 hrs
- ☐ Mandatory reports from outgoing shift submitted
- ☐ Copy of brigade TSOP & TOC battle drills on hand
- ☐ Continuity book on hand and updated
- ☐ ARTEP/MTP and other required reference manuals and data are on hand
(See TSOP for listing)
- ☐ Combat status on hand/updated
- ☐ TOC journal present (includes shift lessons learned)
- ☐ Battle Captain Book on hand
- ☐ Security plan in effect
- ☐ Air defense level identified/measures enforced
- ☐ Radios turned down/conversations in low voice
- ☐ Generator refueling plan in place
- ☐ Planning area clean and prepared
- ☐
- ☐
- ☐

Section II: Sample Forms

Section II contains sample charts used by units training at the Combat Training Centers. They are not all inclusive, nor should they be considered required actions by your unit. They are provided only for information and possible use by your unit.



Requests for Information (RFI)

RFI # _____
DTG _____

DTG _____

Priority (Circle One)	Immediate Priority Routine
---------------------------------	---

Priority (Circle One)	Immediate Priority Routine
---------------------------------	---

Priority (Circle One)	Immediate Priority Routine
---------------------------------	---

Priority (Circle One)	Immediate Priority Routine
---------------------------------	---

Priority (Circle One)	Immediate Priority Routine
---------------------------------	---

From: _____
(Position/Name)

To: _____

Question/Issue: _____

From: _____ DTG _____

[illegible]

Received By: _____

Suspense: _____ Control # _____

Available Assets Worksheet

1. PURPOSE: To identify for planning purposes key assets available for the mission.

2. INSTRUCTIONS FOR USE: Distribute as indicated and complete prior to mission analysis brief.

A/S3	RAVN	FSO	ENGR	ADO	MP	CHEM	S4		

UNIT	TYPE/EQUIPMENT	AVAILABILITY	CAPABILITIES/ LIMITATIONS
Maneuver (Infantry, Armor)			
Supporting AVN (Attack, Lift, Recon, EW, MEDEVAC)			
Fire Support (Arty tubes, NGF, CAS, COLTs, Q36)			
CS (EN, ADA, MI, CM, Others if key)			
CSS (MED SPT, SERV SPT, Water, Fuel)			

Available Assets Worksheet

BOS	Unit	Remarks
Maneuver		
Aviation		
Artillery		
ADA		
Chemical		
Engineer		
MI		
MP		
Signal		
CSS		
PSYOP/CA		

Available Assets Worksheet

TYPE UNIT	UNIT	REMARKS
Maneuver		
Aviation		
Artillery		
ADA		
Chemical		
Engineer		
MI		
MP		
Signal		
CSS		
PSYOP/CA		

Significant Activities (SIGACTS)

UNIT	TIME	EVENT	LOCATION	ACTION TAKEN


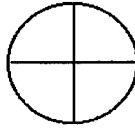

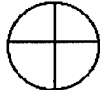

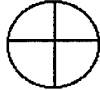



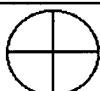









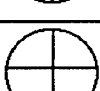

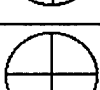

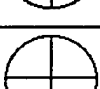

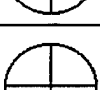
Significant Activities (SIGACTS)






MSG #	DTG	EVENT	ACTION

Mission Tracker Chart

[illegible]


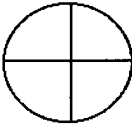

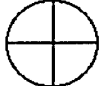
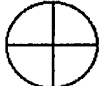





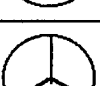
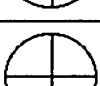


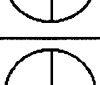






BATTALION TASK FORCE STATUS





			
TOC LOCATION:	TAC LOCATION:		CALL SIGN:
Mortars			
Bradley Fighting Vehicles			
TOWs			
Dragons			
Stingers			
Avengers			
Recovery Assets			
HHC Location			
A CO Location			
B CO Location			
C CO Location			
D CO Location			


 No Problem
 Some Problem
 Major Problem
 Can't
 PERS
 WPN
 AMMO
 POL

Clear = 80-100%
 Yellow = 70-79%
 Red = 40-69%
 Black = <40%

BRIGADE TASK FORCE STATUS

			
TOC LOCATION:	TAC LOCATION:		CALL SIGN:
Tanks			
Bradley Fighting Vehicles			
Attack Helicopters			
Scout Helicopters			
Utility Helicopters			
81mm Mortars			
TOWs			
Stingers			
Avengers			
105mm Howitzers			
155mm Howitzers			
Q-36			

 No Problem
 Some Problem
 Major Problem
 Can't

PERS
 WPN
 AMMO
 POL

 A-18

Clear = 80-100%
 Yellow = 70-79%
 Red = 40-69%
 Black = <40%

Mission Analysis Worksheet

STAFF SECTION:	PREPARED BY:	DTG:		
FACTS:		ASSUMPTIONS:		
TASKS:		S	I	E
LIMITATIONS:	C	R	ISSUES/OUTSTANDING RFI	

WHAT DOES THE CDR NEED TO KNOW, THAT HE DOES NOT KNOW, THAT I KNOW?

Mission Analysis Worksheet

Staff Section:	Prepared By:	DTG:		
Facts:		Assumptions:		
Tasks		S	I	E
Limitations	Assets Available	Issues/Outstanding/RFIs (Submit Thru Deputy/BTL CPT)		
		Writing your RFIs on this form does not relieve you of the responsibility of submitting them IAW Appendix 5.		

Focus on: What does the CDR need to know, that he does not know, that I know?

Specified/Implied Tasks

	FROM	TASKS	S	I	E
1	_____	_____			
2	_____	_____			
3	_____	_____			
4	_____	_____			
5	_____	_____			
6	_____	_____			
7	_____	_____			
8	_____	_____			
9	_____	_____			
10	_____	_____			
11	_____	_____			
12	_____	_____			
13	_____	_____			
14	_____	_____			
15	_____	_____			
16	_____	_____			
17	_____	_____			
18	_____	_____			
19	_____	_____			
20	_____	_____			
21	_____	_____			
22	_____	_____			
23	_____	_____			
24	_____	_____			
25	_____	_____			

NOTES:

S - Specified

I - Implied

E - Mission essential

Task Organization

Maneuver Units

Fire Support Units

Combat Support Units

Corps/Division Troops

CSS Units

COSCOM or DISCOM

Mission Constraints and Restrictions

FROM

MISSION CONSTRAINTS

1	_____	_____
2	_____	_____
3	_____	_____
4	_____	_____
5	_____	_____
6	_____	_____
7	_____	_____
8	_____	_____
9	_____	_____
10	_____	_____

NOTES:

FROM

MISSION RESTRICTIONS

1	_____	_____
2	_____	_____
3	_____	_____
4	_____	_____
5	_____	_____
6	_____	_____
7	_____	_____
8	_____	_____
9	_____	_____
10	_____	_____

NOTES:

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

SYNCHRONIZATION MATRIX

EVENT/PHASE			
COURSE OF ACTION TRIGGER POINTS: FRIENDLY DECISION POINTS PHASE LINES TAIs/NAIs ENGAGEMENT AREAS OBJECTIVES			EST TIME:
INTEL	Assets GSR,LIVE,REMBASS LPs/OPs LRSD Patrols Scouts		
	Requests to Division	CCIR PIR EW Effort	
M A N E U V E R	BN____		
	BN____		
	BN____		
	BN____		
	Reserve		
	Counter-RECON		
FIRE SPT	Considerations: - TF Fire Control Measures	FA (DS) FA (GS)	
	Priority of Fires	Mortars	
	HPTs		
	TGT Group Engagement Areas FASCAM	CAS ATK HELO	
MOB/ CM/ SURV	Considerations: - FASCAM	ENGR	
	Priority EFF/SUP/Missions		
	Smoke RECON		
	CHEM RECON		
		DECON Site Link-Up Points	
	MOPP Level		
ADA	Priority of Protection		
	Alert/WPNs Status		
C2	Considerations: - Collocate CPs - Contact Routes - Quartering Party	TAC TOC ALOC Control MSRs	
CSS	Considerations: - ROMs - FLEs - Reconstitution Pt	BSA MSRs Priorities: Maint Medical Supply Reprimnts	
Decep			
Notes:			

Brigade Warning Order #1

FRAGO# _____ DTG/ZONE _____ REF:MAP SERIES _____ PAGE ____ OF ____ PAGES

LINE 1: TASK ORGANIZATION

A. NO CHANGE

B. SMALL CHANGE

C. MAJOR CHANGES

LINE 2: BDE MISSION

A. ATTACK

B. ATTACK A STRONGPOINT

C. ATTACK MOUT

D. RAID

E. ESTABLISH LODGEMENT

F. MOVEMENT TO CONTACT

G. SEARCH AND ATTACK

H. DEFEND

I. DEFEND MOUT

J. DELAY

K. WITHDRAW

L. _____

LINE 3: EXPECTED TASKS

A. SEIZE

B. SECURE

C. OCCUPY

D. RETAIN

E. DESTROY

F. NEUTRALIZE

G. SUPPRESS

H. DISRUPT

I. FIX

J. INTERDICT

K. BREACH

L. FEINT

M. DEMONSTRATE

N. BLOCK

O. CANALIZE

P. ISOLATE

Q. OVERWATCH

R. SCREEN

S. COVER

T. GUARD

U. CLEAR

V. RECONNOITER

W. DENY

X. CONTAIN

Y. ISOLATE

Z. DEFEAT

AA. FOLLOW/SUPPORT

LINE 4: METHOD OF MOVEMENT

A. AIR ASSAULT

B. AIR MOVEMENT

C. FOOT MARCH

D. ORGANIC VEHICLES

E. EXTERNAL VEHICLES

F. INFILTRATE

G. _____

LINE 5: OBJECTIVE/AREA OF OPERATION

A. OBJ VIC: _____

B. GRID: _____

C. GRID: _____

D. GRID: _____

LINE 6: TENTATIVE TIME SCHEDULE

A. EXPECTED TIME OF OPERATION: _____

B. EARLIEST TIME TO MOVE: _____

C. BEGIN PREPARATION FOR MOVEMENT NOW

D. COMMANDERS TO BDE TOC: _____

LINE 7: ADDITIONAL INFORMATION:

S3

CDR

ANNEXES:

CLASSIFICATION:

CONTINUATION SHEET

PAGE ___ OF ___ PAGES

S3

CDR

ANNEXES:

CLASSIFICATION:

Brigade Warning Order #2

FRAGO# _____ DTG/ZONE _____ REF:MAP SERIES _____ PAGE ____ OF ____ PAGES

TASK ORGANIZATION: SEE CONTINUATION SHEET

LINE 1: SITUATION

A. ENEMY

B. FRIENDLY

LINE 2: MISSION

LINE 3: EXECUTION

A. PROPOSED CDR'S INTENT

B. COORDINATING INSTRUCTIONS

(1) TIME AND LOCATION OF OPORD

(2) OTHER:

TIMELINE

LINE 4: SERVICE SUPPORT

LINE 5: COMMAND AND SIGNAL

S3

CDR

ANNEXES:

CLASSIFICATION:

CONTINUATION SHEET

PAGE ___ OF ___ PAGES

S3

CDR

ANNEXES:

CLASSIFICATION:

Orders Accountability Sheet

Document: (Circle one) WARNO OPORD FRAGO Other _____		Document # _____ ex: WARNO 1,2 OPORD 97-2 FRAGO 4,5		DTG Notification: _____ DTG Complete: _____
Unit	Order #	Name/Rank	Signature	
Battle Desk	1			
BDE CDR	2			
BN CDR	3, 4			
BN CDR	5, 6			
BN CDR	7, 8			
AVN CDR	9, 10			
FA CDR	11, 12			
FSB CDR	13			
BDE ADO	14			
BDE ENGR	15			
LIFT CDR	16, 17			
MI CO CDR	18			
HHC CDR	19			
CHEM PLT LDR	20			
MP PLT LDR	21			
BDE XO	22			
S3	23			
S4	24			
G3 OPS	25, 26			
BDE LNO	27			
1 X Adjacent Unit (3)	28, 29, 30			
Heavy TM	31			
4 X Spares	32,33,34,35			

Destination Board

As of: _____

Scheduled Meetings

Name and Section	Depart Time	Location	POC	Reason	Return Time

Brigade Units Status Report

PAX	SUPPLY
EQUIP	WPN SYS

GREEN = 80-100% AMBER = 60-79% RED = 40-59% BLACK = LESS THAN 40%

[illegible]

Task Organization

C ² HQ→						
M a n e u v e r						
Aviation						
Cavalry						
Artillery						
ADA						
Chemical						
Engineer						
MI						
MP						
Signal						
CSS						

SYNCHRONIZATION MATRIX

Mission: _____

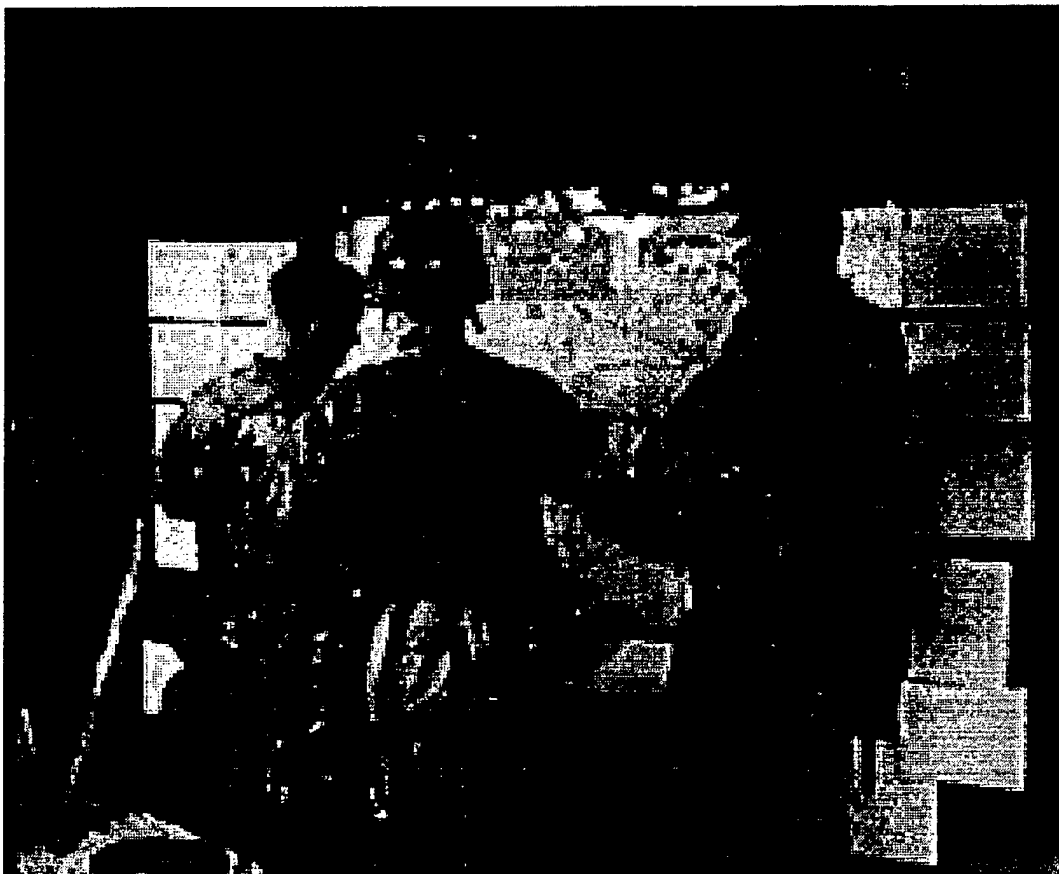
TIME	
ENEMY ACTION	
DECISION	
M DEEP	
A	
N RECON	
E	
U CLOSE	
V RESERVE	
E	
R REAR	
ADA	
FIRE SPT	
IEW	
ENGR	
SUSTAIN	
C2	

Execution Matrix

[illegible]

Section III: Staff Battle Drills

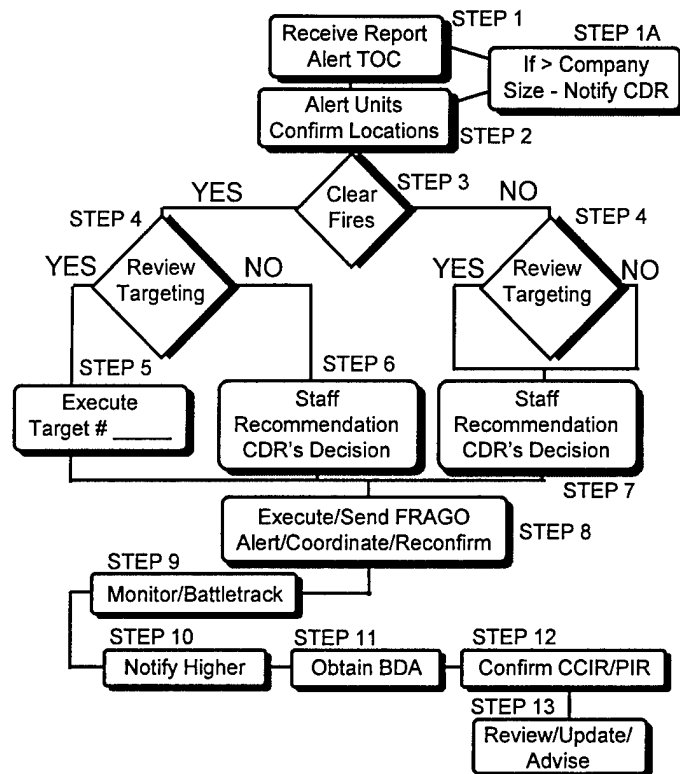
Section III contains selected staff battle drills. Staff battle drills are a guide to speed reaction by the battle staff and prevent fratricides. They are not a lock-step process that robs the battle staff of its intuition and initiative. They must be practiced at home station with emphasis on cross-training. A stopwatch should be used to capture improvements.



Section III: Staff Battle Drills

Drill 1: React to Report of Enemy Ground Contact	-Page A-38
Drill 2: React to Report of Enemy Indirect Fire (Q36 Drill)	-Page A-40
Drill 3: React to Report of Enemy C2 Node (MI Intercept)	-Page A-42
Drill 4: React to Report of Enemy Sighting	-Page A-44
Drill 5: React to Loss of Communications with Subordinate Unit	-Page A-56
Drill 6: React to Report of Enemy Air Defense Artillery	-Page A-47
Drill 7: React to Report of an Enemy Logistics Site	-Page A-50
Drill 8: React to Report of Enemy Air Attack	-Page A-53
Drill 9: React to Report of Enemy Minefield	-Page A-56
Drill 10: React to Report of Enemy Chemical Attack/Threat	-Page A-58

#1: React to Report of Enemy Ground Contact



Step 1

1. Receive report (SALUTE format-Size/Activity/ Location [Grid]/Time) (Battle CPT/NCOIC/RTO)
2. Alert TOC; say again report and call sign of sender (Battle CPT)
3. Plot location on OPNs map (Battle CPT/NCOIC)

Step 1A

4. If contact is platoon-size or larger, immediately notify higher. (Battle CPT)

Step 2

5. Alert BOS elements; confirm any locations close to contact (i.e., MI CDR alerts/confirms LLVI TMs in vicinity, SOCCE alerts, confirms ODA TMs in vicinity, ADA alerts/confirms Stinger TMs in vicinity, etc. (All)

Step 3

6. Confirm all friendly units in a clockwise direction, in turn; announce "clear", "can't confirm", or "danger close" (use voice or chemlights) (Battle CPT/NCOIC/FSO)
7. If all clear, announce "We are cleared for fires" (NCOIC/FSO)

8. If not clear, record and continue to obtain status on applicable element(s); announce "We are not clear" (Battle CPT/NCOIC/FSO)

Step 4

9. Review targeting board; determine if contact was anticipated (i.e., the grid for the actual contact is close to a suspected grid on the targeting board) (Battle CPT)

Step 5 (Only if cleared for fires and anticipated by targeting, otherwise skip to Step 6)

10. If anticipated by targeting, announce "Target #__ in effect"; point to suspected grid on the targeting board. Announce "Standby for confirmation" (Battle CPT)

Step 5 Continued

11. Advise the applicable maneuver BN that "Target #__ in effect; please confirm" (Battle Captain)
12. Obtain confirmation from subordinate battalion and announce "__ BN confirms Targeting #__ in effect" (i.e., clears fires at their level) (Battle Captain)
13. Execute brigade assets IAW targeting board and FRAGO (Applicable Person[s])
14. Advise subordinate counterparts if affected by commitment of brigade assets (Applicable Person[s])
15. Obtain SITREP from subordinate BN on execution of their portion from targeting board and FRAGO (Battle CPT)
16. Advise CDR and battle staff (Go to STEP 9) (Battle CPT)

Step 6 (Only if cleared for fires, but not anticipated by targeting, otherwise skip to Step 7)

17. If not anticipated by targeting, announce "We have an unanticipated contact" (Battle Captain)
18. In a clockwise direction, in turn advise Battle CPT of BDE assets potentially available to assist (i.e., aviation, armor, reserve, etc.) (All)
19. Advise CDR and report the battle staff's recommendation of available assets; obtain CDR's decision (Battle CPT)
20. Announce CDR's decision to battle staff and execute (GO TO STEP 9) (Battle CPT)

Step 7 (Only if not cleared for fires, otherwise skip to Step 8)

21. If not anticipated by targeting, announce "We have an unanticipated contact and we are not cleared for fires" (Battle CPT)
22. Determine all assets task organized at BDE level available to assist (Battle CPT/FSO)
23. In a clockwise direction, in turn; advise Battle Captain of brigade assets potentially available to assist (i.e., aviation, armor, reserve, etc.) (All)
24. Announce CDR's decision to battle staff and execute (Battle Captain, Applicable Person[s])

Step 8

25. Send new FRAGO if CDR decides to change current concept of operations (Battle Captain)
26. Alert, coordinate, reconfirm any commitment of BDE assets. Anticipate MEDEVAC, maintenance evacuation, resupply, LZs, routes, etc. (Battle Captain, Applicable Person[s])

Step 9

27. Monitor and battletrack the fight (All)

Step 10

28. Notify higher (S2)

Step 11

29. Obtain BDA from unit in contact (Battle CPT)
OR
30. Execute confirmation of BDA from targeting board and FRAGO (Battle CPT)
OR
31. Provide recommendation to CDR on method of confirming BDA; obtain CDR's decision and execute (Battle CPT, Applicable Person[s])

Step 12

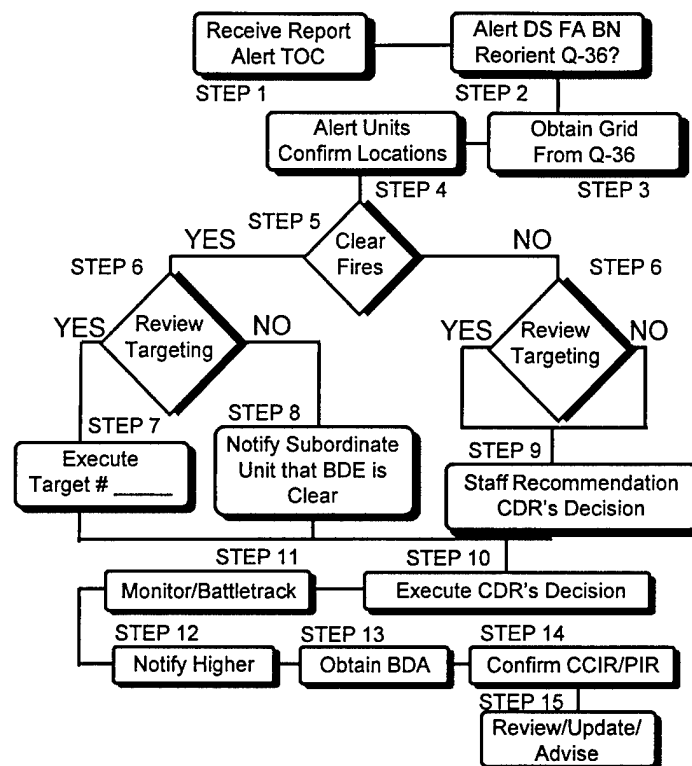
32. Notify higher if contact confirms any of higher's CCIR or PIR (S2)

Step 13

33. Review pattern analysis; update SITMAP and situation template; advise CDR on anticipated enemy reaction; notify subordinate units, and, if applicable, adjacent units; update BDA chart (S2)

Exercise Complete

#2: React to Report of Enemy Indirect Fire (Q36 Drill)



Step 1

1. Receive report (SALUTE format-Size/Activity/Location [Grid]/Time) (Battle CPT/NCOIC/RTO)
2. Alert TOC: "IDF Battle Drill". Read report, time, and call sign of sender (Battle CPT/NCOIC)
3. Plot location on OPN/FSO/INTEL maps (Battle CPT/NCOIC/FSO/S2)

Step 2

4. Notify FSO to check w/higher to determine if Q36 cued the enemy IDF, direct PLT FO to conduct crater analysis, and confirm fires are not from friendly IDF systems (Battle CPT/FSO/S2)

Step 3

5. Obtain enemy grid location from Q-36; announce grid to battle staff (FSO)
6. Have S2 check enemy templated mortar/artillery locations and compare against info from Q36 and crater analysis (Battle CPT/FSO/S2)

Step 4

7. Alert BOS elements; confirm locations of all friendly units in vicinity of possible IDF system (Battle CPT/FSO/NCOIC)

Step 5

8. Confirm all friendly units in a clockwise direction, in turn; announce "clear", "can't confirm", or "danger close" (use voice or chemlights) (All)
9. If all clear, announce "We are cleared for fires" (Battle CPT)
10. If not clear, record and continue to obtain status on applicable element(s); announce "We are not clear" (Battle CPT or Applicable Person[s])

Step 6

11. Review targeting board; determine if contact was anticipated (i.e. the grid for the actual contact is close to a suspected grid on the targeting board) (Battle CPT, FSO)

Step 6

11. Review targeting board; determine if contact was anticipated (i.e., the grid for the actual contact is close to a suspected grid on the targeting board) (Battle CPT, FSO)

Step 7 (Only if cleared for fires and anticipated by targeting, otherwise skip to Step 8)

12. If anticipated by targeting, announce "Target #__ in effect"; point to suspected grid on the targeting board. Announce "Standby for confirmation" (Battle CPT)
13. Advise the applicable maneuver BN that "Target #__ in effect; please confirm" (Battle CPT)
14. Obtain confirmation from subordinate battalion and announce "__ BN confirms Targeting #__ in effect" (i.e., clears fires at their level) (Battle CPT)
15. Fire counterbattery and/or execute BDE assets IAW targeting board and FRAGO (FSO, Applicable Person[s])
16. Advise subordinate counterparts if affected by commitment of brigade assets (Applicable Person[s])
17. Obtain SITREP from subordinate BN on execution of their portion from targeting board and FRAGO (Battle CPT)
18. Advise CDR and battle staff (GO TO STEP 11) (Battle CPT)

Step 8 (Only if cleared for fires, but not anticipated by targeting, otherwise skip to Step 9)

19. If not anticipated by targeting, announce "We have an unanticipated contact" (Battle CPT)
20. Alert the guns (FSO)
21. Reconfirm location of BDE/BOS assets in vicinity of the enemy system; discrepancies report by exception (All)
22. Notify subordinate BN that "BDE is clear" (Battle CPT, FSO)
OR
23. If out of sector unit gives permission, then fire (FSO)
24. If in sector, standby and obtain subordinate unit's SITREP/decision to fire (Go to Step 11) (Battle CPT, FSO)

Step 9 Only if not cleared for fires, otherwise skip to Step 11

25. Notify responsible subordinate BN if unable to clear fires; attempt to reconfirm status of unit(s) in question (Battle CPT, Applicable Person[s])
26. If anticipated by targeting, advise the CDR and review the targeting criteria if requested; obtain CDR's decision (Battle CPT)
27. If not anticipated by targeting, advise CDR; obtain CDR's Decision (Battle CPT)

Step 10

28. Announce CDR's decision to battle staff and execute (Battle Captain, Applicable Person[s])

Step 11

29. Monitor and battletrack mission (All)

Step 12

30. Notify higher (S2, FSO)

Step 13

31. Provide recommendation to CDR on method of confirming BDA; obtain CDR's decision and execute (Battle Captain, Applicable Person[s])

Step 14

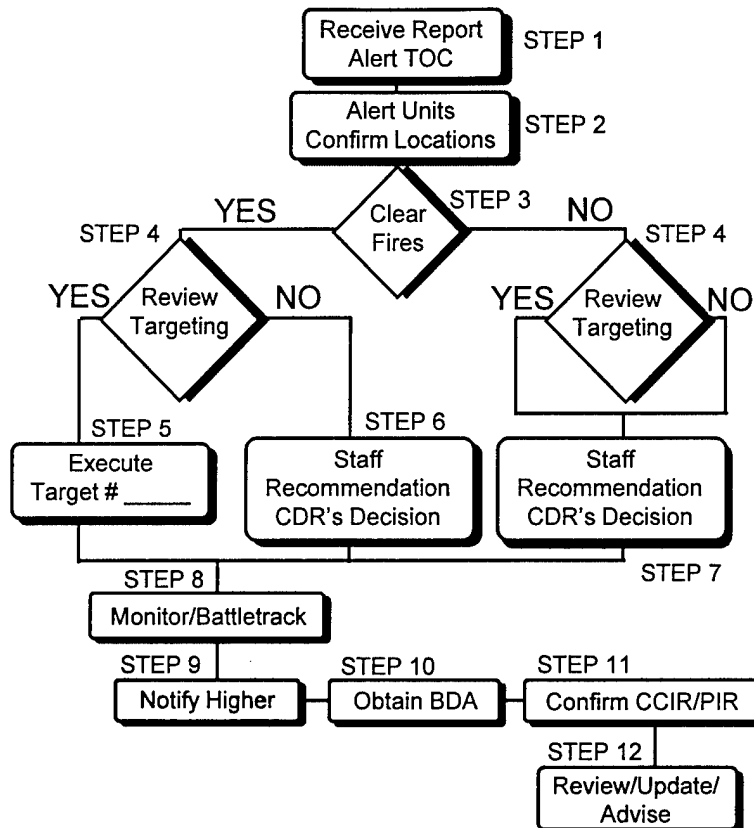
32. Notify higher if contact confirms any of higher's CCIR or PIR (S2)

Step 15

33. Review pattern analysis; update SITMAP and situation template; advise CDR on anticipated enemy reaction; notify subordinate units, and, if applicable, adjacent units; update BDA chart (S2)

Exercise Complete

#3: React to Report of Enemy C2 Node (MI Intercept)



Step 1

1. Receive report (Size/Activity/Location [Grid]/Time) (MI CDR/LNO)
2. Alert TOC; say again report, and give + or - error of probability if location is determined from DF (MI CDR/LNO)
3. Plot location-All

Step 2

4. Alert BOS elements; confirm any locations close to contact enemy system (i.e., MI CDR alerts/confirms REMBASS TMs in vicinity, SOCCE alerts, confirms ODA TMs in vicinity, ADA alerts/confirms Stinger TMs in vicinity, etc.) (All)

Step 3

5. Confirm all friendly units in a clockwise direction, in turn; announce "clear", "can't confirm", or "danger close" (use voice or chemlights) (All)
6. If all clear, announce "We are cleared for fires" (Battle Captain)
7. If not clear, record and continue to obtain status on applicable element(s); announce "We are not clear" (Battle CPT, Applicable Person[s])

Step 4

8. Review targeting board; determine if contact was anticipated (i.e., the grid for the actual C2 node is close to a suspected grid on the targeting board) (Battle CPT, FSO)

Step 5 (Only if cleared for fires and anticipated by targeting, otherwise skip to Step 6)

9. If anticipated by targeting, announce "Target #__ in effect"; point to suspected grid on the targeting board. Announce "Standby for confirmation" (Battle CPT)

Step 5 Continued

10. Advise the applicable maneuver BN that "Target #__ in effect; please confirm" (Battle CPT)
11. Obtain confirmation from subordinate BN and announce "__ BN confirms Targeting #__ in effect" (i.e., clears fires at their level) (Battle CPT)
12. Fire counterbattery and/or execute brigade assets IAW targeting board and FRAGO (FSO, Applicable Person[s])
13. Advise subordinate counterparts if affected by commitment of brigade assets (Applicable Person[s])
14. Obtain SITREP from subordinate BN on execution of their portion from targeting board and FRAGO (Battle CPT)
15. Advise CDR and battle staff (GO TO STEP 8) (Battle CPT)

Step 6 (Only if cleared for fires, but not anticipated by targeting, otherwise skip to Step 7)

16. If not anticipated by targeting, announce "Reconfirm for possible fire mission" (Battle CPT)
17. Alert the guns (FSO)
18. Reconfirm location of BDE/BOS assets in vicinity of the enemy system; discrepancies report by exception (All)
19. Notify subordinate BN that "BDE is clear" (Battle CPT, FSO)
OR
If out of brigade sector, notify applicable unit and request permission to fire (Battle CPT)
20. If out of sector unit gives permission, then fire (FSO)
21. If in sector, standby and obtain subordinate unit's SITREP/decision to fire (Go to Step 11) (Battle CPT, FSO)

Step 7 Only if not cleared for fires, otherwise skip to Step 8

22. Notify responsible subordinate BN if unable to clear fires; attempt to reconfirm status of unit(s) in question (Battle CPT, Applicable Person[s])
23. If anticipated by targeting, advise the CDR and review the targeting criteria if requested; obtain CDR's decision (Battle CPT)
24. If not anticipated by targeting, advise CDR; obtain CDR's Decision (Battle CPT)

Step 8

25. Monitor and battletrack mission (All)

Step 9

26. Notify higher (S2, FSO)

Step 10

27. Provide recommendation to CDR on method of confirming BDA; obtain CDR's decision and execute (Battle CPT)

Step 11

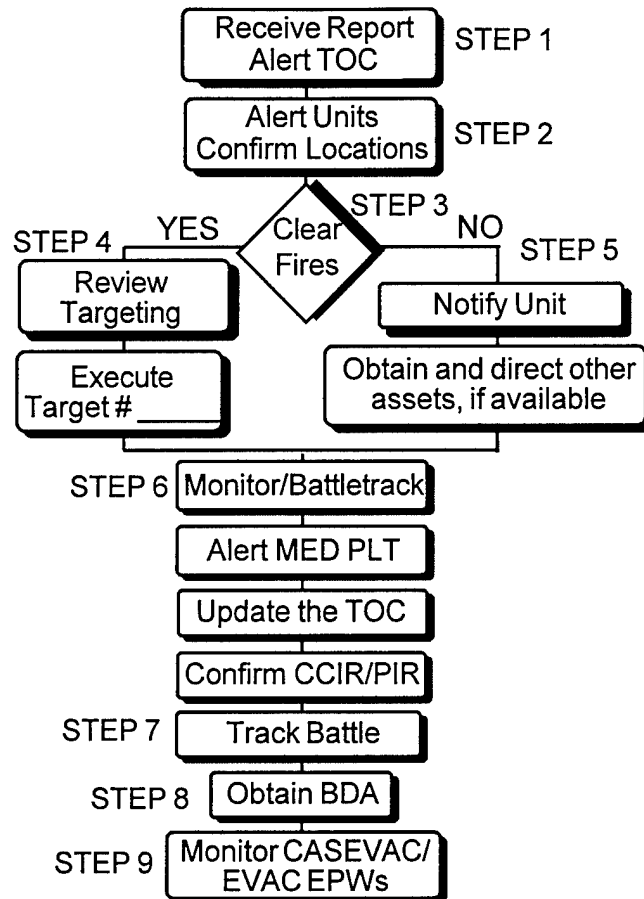
28. Notify higher if contact confirms any of higher's CCIR or PIR (S2)

Step 12

29. Review pattern analysis; update SITMAP and situation template; advise CDR on anticipated enemy reaction; notify subordinate units, and, if applicable, adjacent units; update BDA chart (S2)
30. Update technical data; update SIGINT SITMAP (MI CDR/LNO)

Exercise Complete

#4: React to Report of Enemy Sighting



Step 1

1. Receive report (SALUTE format-Size/Activity/Location [Grid]/Time) (All)
2. Alert TOC; say again report and call sign of sender. Report to higher if element is larger than platoon (Battle CPT/NCOIC)
3. Plot location on OPNS/INTEL/Fire SPT maps (Battle CPT, NCOIC, S2, FSO)

Step 2

4. Alert BOS elements; confirm any locations close to enemy system (i.e., MI CDR alerts/ confirms LLVI TMs in vicinity, SOCCE alerts, confirms ODA TMs in vicinity, ADA alerts/ confirms Stinger TMs in vicinity, etc.) (All)

Step 3

5. Confirm all friendly units in a clockwise direction, in turn; announce "clear", "can't confirm", or "danger close" (use voice or chemlights) (All)
6. If all clear, announce "We are cleared for fires". Report to higher (Battle CPT/NCOIC)

Step 4 (Only if cleared for fires)

7. If cleared for fires, determine if FS asset requires friendly units to be marked (CAS, AC-130, ATK HELO). Call unit and coordinate (Battle CPT/NCOIC)
8. Review targeting board for possible target close to grid sent by unit (Battle CPT, FSO)

Step 4 Continued

9. Inform unit of intent to shoot target. Obtain final clearance (Battle CPT/FSO)
10. Fire the mission (Battle CPT/FSO)

Step 5 (Only if not cleared for fires)

11. If not cleared for fires, announce to the TOC "we are not cleared for fires" and reason (danger close, other unit locations, etc.) (Battle CPT/NCOIC)
12. Call unit and advise them they are not cleared for fires and the reason (Battle CPT/NCOIC)
13. If other assets are available to assist unit, direct those assets against enemy forces. Ensure all necessary coordination is conducted first (C2 relationships, fire control measures, linkup plan, etc.) (Battle CPT/NCOIC)

Step 6.

14. Monitor/track battle. Log all actions. Continue to shoot fires on targets as requested/cleared. Continue to coordinate for and acquire additional assets to assist unit in contact if situation necessitates (Battle CPT/NCOIC)
15. Alert MED PLT of possible CASEVAC and give grid (Battle CPT/NCOIC)
16. Continually update the TOC by announcing the BDA and further actions required to complete the mission (Battle CPT/NCOIC)
17. Notify higher if contacts confirm any higher CCIR/PIR (Battle CPT/NCOIC/S2)

Step 7.

18. Review enemy pattern, update SITMAP and SITTEMP. Advise CDR/XO/S3 on anticipated enemy reaction. Notify subordinate units and, if applicable, adjacent units. Update BDA charts (Battle CPT/S2)

Step 8.

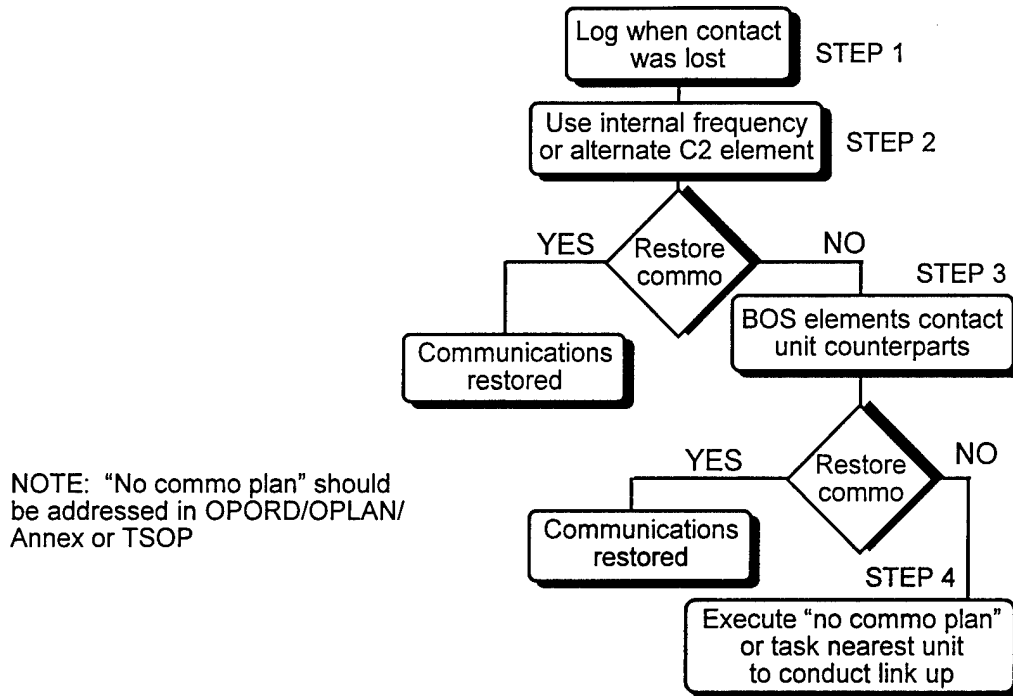
19. Obtain BDA from unit. If enemy elements are not destroyed, receive report of direction of movement (Battle CPT/NCOIC/S2)

Step 9.

20. Monitor CASEVAC and coordinate evacuation of EPWs (Battle CPT/NCOIC/S2)

Exercise Complete

#5: Loss of Communications with Subordinate Unit



Step 1.

1. Log report and DTG/location when unit was last contacted. Check antenna power, antenna COMSEC variable, and side tone. If all settings are correct and the handset has side tone, contact the commo shop for assistance (NCOIC/RTO)

Step 2.

2. Attempt to contact subordinate unit on internal frequency or alternate C2 element (NCOIC/RTO)

Step 3. Only if communications are not restored.

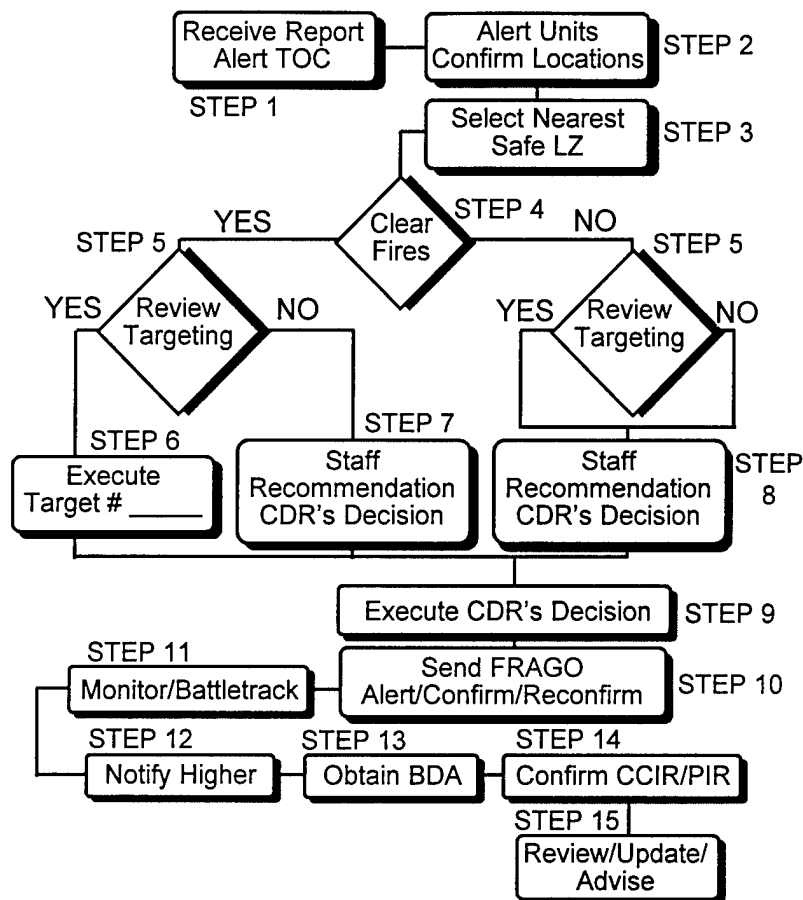
3. Have BOS elements attempt to contact "slice" elements task organized to unit out of communications for update (Battle CPT/NCOIC)

Step 4. Only if communications are still not restored.

4. If communications are not restored, execute "no commo plan" or task nearest unit to last known position to conduct linkup for assessment (Battle CPT/NCOIC/S6)
5. Possible actions (Battle CPT/NCOIC/S6)
 - a. Go to designated location and wait for linkup (IAW no commo plan)
 - b. Send messenger and security to designated location for linkup (IAW no commo plan)
 - c. Send messenger to unit
6. Alert CDR/XO/S3 and ALOC for possible resupply/CASEVAC (Battle CPT/NCOIC)

Exercise Complete

#6: React to Report of Enemy ADA



Step 1

1. Receive report (SALUTE format-Size/Activity/Location [Grid]/Time) (All)
2. Alert TOC; say again report and call sign of sender (Person Receiving Report)
3. Plot location (All)

Step 2

4. Alert BOS elements; confirm any locations close to enemy system (i.e., MI CDR alerts/ confirms LLVI TMs in vicinity, SOCCE alerts, confirms ODA TMs in vicinity, ADA alerts/ confirms Stinger TMs in vicinity, etc.) (All)

Step 3

5. Determine location of nearest LZ not line of sight (LOS) with enemy system (AVN LNO)

Step 4

6. Confirm all friendly units in a clockwise direction, in turn; announce "clear", "can't confirm", or "danger close" (use voice or chemlights) (All)
7. If all clear, announce "We are cleared for fires" (Battle CPT)
8. If not clear, record and continue to obtain status on applicable element(s); announce "We are not clear" (Battle CPT, Applicable Person[s])

Step 5

9. Review targeting board; determine if enemy ADA system was anticipated (i.e., the grid for the actual contact is close to a suspected grid on the targeting board) (Battle CPT)

Step 6 (Only if cleared for fires and anticipated by targeting, otherwise skip to Step 7)

10. If anticipated by targeting, announce "Target #__ in effect"; point to suspected grid on the targeting board. Announce "Standby for confirmation" (Battle CPT)

11. Announce location of potential primary LZ; all battle staff check for double grid for potential discrepancies and report by exception (AVN LNO, All)

12. Advise the applicable maneuver BN that "Target #__ in effect; please confirm" (Send grid of potential primary LZ, if applicable) (Battle CPT)

13. Obtain confirmation from subordinate BN and announce "__ BN confirms "Targeting #__ in effect" (i.e., clears fires at their level, clears potential LZ, and confirms strike team control measures) (Battle CPT)

14. Execute BDE assets IAW targeting board and FRAGO (Launch air mobile strike team; clarify their hasty sector and control measures) (AVN LNO, Applicable Person[s])

15. Advise subordinate counterparts if affected by commitment of brigade assets, to include additional control measures affected by launching a strike team (Applicable Person[s])

16. Obtain SITREP from subordinate BN on execution of their portion from targeting board and FRAGO (Battle CPT)

17. Advise CDR and battle staff (GO TO STEP 10) (Battle CPT)

18. If not anticipated by targeting, announce "We have an unanticipated enemy SA-14 launch (Battle CPT)

Step 7 (Only if cleared for fires, but not anticipated by targeting, otherwise skip to Step 8)

19. In a clockwise direction, in turn advise battle captain of brigade assets potentially available to assist (i.e., mobile strike team, "Blues" PLT, AVN, armor, reserve, etc.) (All)

20. Announce location of potential primary LZ; all battle staff check for double grid for potential discrepancies and report by exception (ANV LNO, All)

21. Advise CDR and report battle staff's recommendation of available assets; obtain CDR's decision (Battle CPT)

22. Announce CDR's decision to battle staff and execute (alert air mobile strike team, if applicable) (GO TO STEP 8) (Battle CPT)

Step 8 (Only if not cleared for fires, otherwise skip to Step 10)

23. If not anticipated by targeting, announce "We have an unanticipated enemy SA-14 launch and we are not cleared for fires" (Battle CPT)

24. Determine all assets task organized at BDE level available to assist (All)

25. In a clockwise direction, in turn advise battle captain of brigade assets potentially available to assist (i.e., mobile strike team, "Blues" PLT, AVN, armor, reserve, etc.) (All)

26. Announce location of potential primary LZ; all battle staff check for double grid for potential discrepancies and report by exception (ANV LNO, All)

Step 9

27. If anticipated by targeting, advise the CDR and review the targeting criteria if requested; obtain CDR's decision (Battle CPT)

28. If not anticipated by targeting, advise CDR and report the battle staff's recommendation of available assets; obtain CDR's Decision (Battle CPT)

Step 9 Continued

29. Announce CDR's decision to battle staff and execute (alert air mobile strike team, if applicable) (Battle CPT, Applicable Person[s])

Step 10

30. Send new FRAGO if CDR decides to change current concept of operations (Battle CPT)
31. Alert, coordinate, reconfirm any commitment of BDE assets to include coordination of potential primary LZ and strike team control measures with subordinate BN, if applicable. Anticipate MEDEVAC, maintenance evacuation, resupply, LZs, routes, etc. (Battle CPT, Applicable Person[s])
32. Launch air mobile strike team, if applicable; clarify their hasty sector and control measures (AVN LNO)

Step 11

33. Monitor and track the battle (All)

Step 12

34. Notify higher (S2)

Step 13

35. Obtain BDA from unit in contact (Battle CPT)
- OR
36. Execute confirmation of BDA from targeting board and FRAGO (Battle CPT)
- OR
37. Provide recommendation to CDR on method for confirming BDA; obtain CDR's decision and execute (Battle CPT, Applicable Person[s])

Step 14

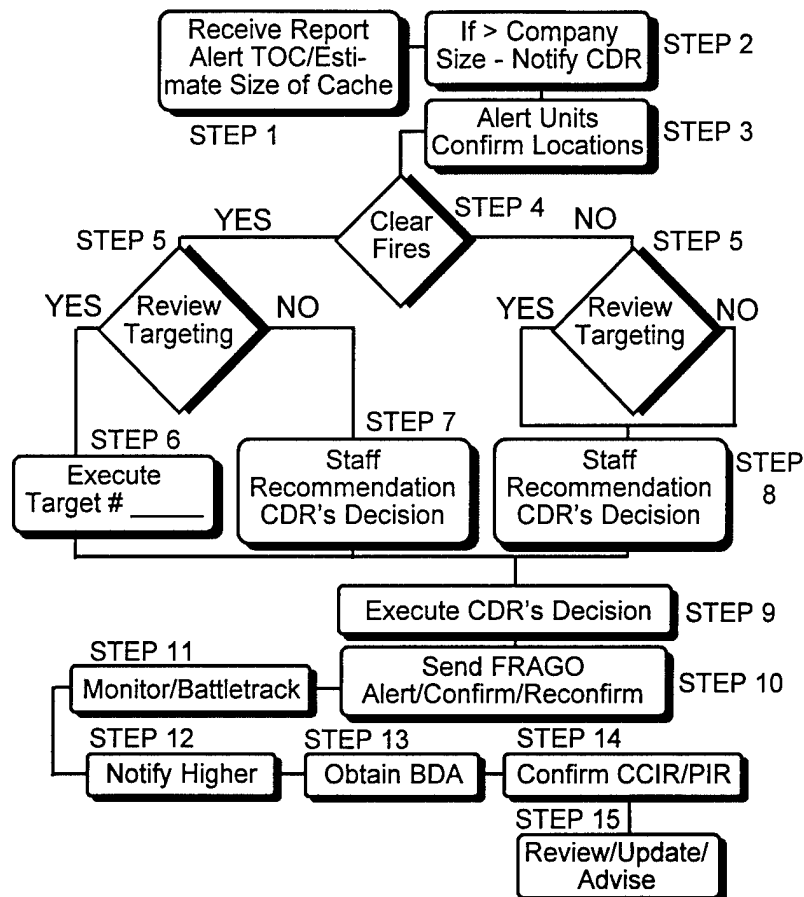
38. Notify higher if contact confirms any of higher's CCIR or PIR (S2)

Step 15

29. Review pattern analysis; update SITMAP and situation template; advise CDR on anticipated enemy reaction; notify subordinate units, and, if applicable, adjacent units; update BDA chart (S2)

Exercise Complete

#7: React to Report of an Enemy Logistics Site



Step 1

1. Receive report (Size/Activity/Location [Grid]/Time) (All)
2. Alert TOC; say again report and call sign of sender (Person Receiving Report)
3. Plot location (All)
4. Analyze indicators and estimate size of cache; announce size to battle staff (S2)

Step 2

5. If indicators for logistics site are company-size or larger, immediately notify CDR; if not, decide whether to continue battle drill; announce decision to battle staff (Battle Captain)

Step 3

6. Alert BOS elements; confirm any locations close to contact (i.e., MI CDR alerts/confirming LLVI TMs in vicinity, SOCCE alerts, confirms ODA TMs in vicinity, ADA alerts/confirming Stinger TMs in vicinity, etc.) (All)

Step 4

7. Confirm all friendly units in a clockwise direction, in turn; announce "clear", "can't confirm", or "danger close" (use voice or chemlights) (All)
8. If all clear, announce "We are cleared for fires" (Battle Captain)

Step 4 Continued

9. If not clear, record and continue to obtain status on applicable element(s); announce "We are not clear" (Battle Captain or Applicable Person[s])

Step 5

10. Review targeting board; determine if logistics site was anticipated (i.e., the grid for the actual contact is close to a suspected grid on the targeting board) (Battle Captain)

Step 6 (Only if cleared for fires and anticipated by targeting, otherwise skip to Step 7)

11. If anticipated by targeting, announce "Target #__ in effect"; point to suspected grid on the targeting board. Announce "Standby for confirmation" (Battle Captain)
12. Advise the applicable maneuver BN that "Target #__ in effect; please confirm" (Battle Captain)
13. Obtain confirmation from subordinate battalion and announce "__ BN confirms Targeting #__ in effect" (i.e., clears fires at their level) (Battle Captain)
14. Execute brigade assets IAW targeting board and FRAGO (Applicable Person[s])
15. Advise subordinate counterparts if affected by commitment of brigade assets (Applicable Person[s])
16. Obtain SITREP from subordinate BN on execution of their portion from targeting board and FRAGO (Battle Captain)
17. Advise CDR and battle staff (GO TO STEP 10) (Battle Captain)

Step 7 (Only if cleared for fires, but not anticipated by targeting, otherwise skip to Step 8)

18. If not anticipated by targeting, announce "We have an unanticipated logistics site" (Battle Captain)
19. In a clockwise direction, in turn advise Battle Captain of BDE assets potentially available to assist (i.e., aviation, armor, reserve, etc.) (All)
20. Advise CDR and report the battle staff's recommendation of available assets; obtain CDR's decision (Battle Captain)
21. Announce CDR's decision to battle staff and execute (GO TO STEP 9) (Battle Captain, Applicable Person[s])

Step 8 (Only if cleared for fires, but not anticipated by targeting, otherwise skip to Step 10)

22. If not anticipated by targeting, announce "We have an unanticipated CSP/BSP and are not cleared for fires" (Battle Captain)
23. Determine all assets task organized at BDE level available to assist (Battle Captain)
24. In a clockwise direction, in turn advise Battle Captain of BDE assets potentially available to assist (i.e., aviation, armor, reserve, etc.) (All)

Step 9

25. If anticipated by targeting, advise the CDR and review the targeting criteria if requested; obtain CDR's decision (Battle Captain)
26. If not anticipated by targeting, advise CDR; obtain CDR's Decision (Battle Captain)
27. Announce CDR's decision to battle staff and execute (Battle Captain, Applicable Person[s])

Step 10

28. Send new FRAGO if CDR decides to change current concept of operations (Battle Captain)

29. Alert, coordinate, reconfirm any commitment of BDE assets. Anticipate MEDEVAC, maintenance evacuation, resupply, LZs, routes, etc. (Battle Captain, Applicable Person[s])

Step 11

30. Monitor and battletrack the fight (All)

Step 12

31. Notify higher (S2)

Step 13

32. Obtain decision from CDR to destroy all or part of contents (Battle Captain)

OR

33. Obtain decision from CDR to evacuate contents and/or further disposition (Battle Captain)

OR

34. Obtain decision from CDR to continue occupation, prepare to defend, or ambush (Battle Captain, Applicable Person[s])

Step 14

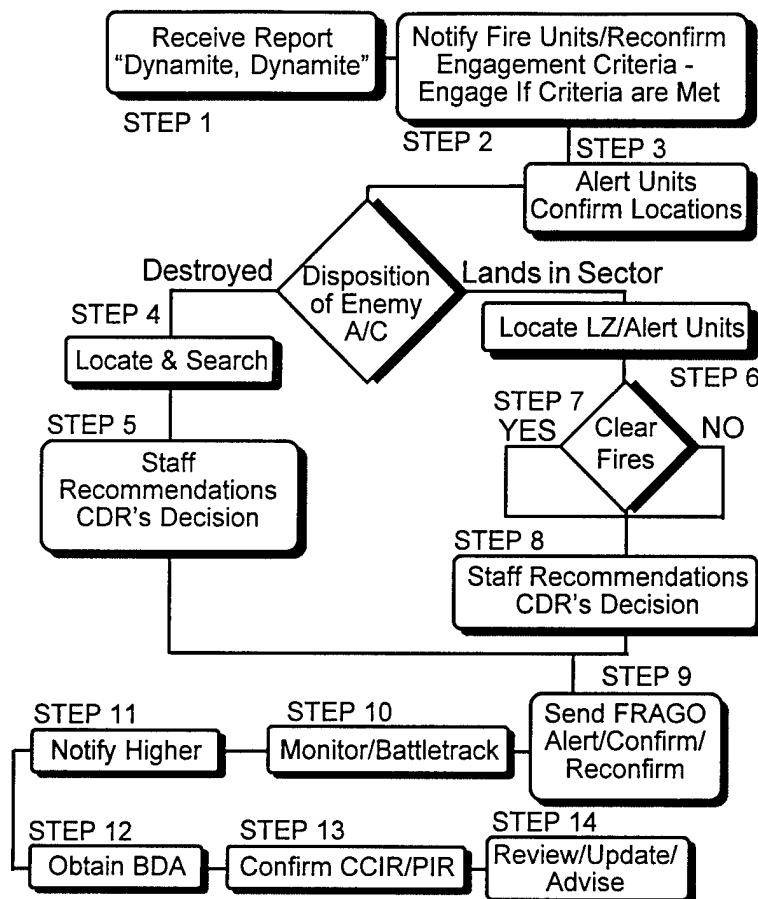
35. Notify higher if contact confirms any of higher's CCIR or PIR (S2)

Step 15

36. Review pattern analysis; update SITMAP and situation template; advise CDR on anticipated enemy reaction; notify subordinate units, and, if applicable, adjacent units; update BDA chart (S2)

Exercise Complete

#8: React to Report of Enemy Air Attack



Step 1

1. Receive report from DEW net or physical sighting (type aircraft, location, heading, possible air assault) (ADO, All)

2. Alert TOC: "Dynamite, Dynamite"; say again report and call sign of sender (Person[s] Receiving Report)

3. Plot approx location and heading (ADO, Person Receiving Report)

Step 2

4. Notify fire units; reconfirm engagement criteria; engage if criteria are met (ADO)

Step 3

5. Alert subordinate maneuver/BOS elements with "Dynamite, Dynamite" (Battle Captain, All)

6. Obtain any additional sightings from subordinate maneuver/BOS elements and announce aloud to TOC (Person[s] Receiving Report)

7. Continue to send updated locations, headings and ordinance released, if any, to all subordinate maneuver/BOS elements until enemy air is destroyed or out of sector (Battle Captain, ADO, All)

Step 4 (Only if aircraft is destroyed, otherwise skip to Step 6)

8. Receive report from fire unit or maneuver unit that engages and destroys aircraft, obtain estimated location, and announce to TOC (ADO, Battle Captain, All)
9. Determine closest friendly unit able to investigate and search (Battle Captain)
10. If friendly unit is close enough to destroyed aircraft with no effect to friendly unit's current operations, direct friendly unit to investigate, search, and report; announce to TOC (Battle Captain)
11. If no friendly unit is close enough or if investigation affects current operations, announce "We have a downed enemy aircraft at grid __, suggestions on BDA?" (Battle Captain)
12. Determine all assets task organized at BDE level available to assist (All)
13. In a clockwise direction, in turn; advise Battle Captain of BDE assets potentially available to assist (i.e., ODA TMs, LRSU, scouts, etc.) (All)

Step 5

14. Advise CDR and report the battle staff's recommendation of available assets; obtain CDR's decision (Battle Captain)
15. Announce CDR's decision to battle staff and execute (GO TO STEP 9) (Battle Captain, Applicable Person[s])

Step 6 (only if aircraft lands in sector, otherwise skip to Step 9)

16. Obtain report of aircraft's estimated LZ; determine if the enemy offloads supplies or troops; announce to TOC (Person[s] Receiving Report)
17. Alert BOS elements; confirm any locations close to suspected LZ (i.e., Battle Captain alerts/ confirms subordinate maneuver BN, MI CDR alerts/ confirms LLVI TMs in vicinity, SOCCE alerts/ confirms ODA TMs in vicinity, ADO alerts/ confirms Stinger TMs in vicinity, etc.) (All)

Step 7

18. Confirm all friendly units in a clockwise direction, in turn; announce "clear", "can't confirm", or "danger close" (use voice or chemlights) (All)
19. If all clear, announce "We are cleared for fires" (Battle Captain)
20. If not clear, record and continue to obtain status on applicable element(s); announce "We are not clear" (Battle Captain or Applicable Person[s])

Step 8

21. Determine maneuver units able to react and all assets task organized at BDE level available to assist (All)
22. In a clockwise direction, in turn; advise Battle Captain of BDE assets potentially available to assist (i.e., aviation, armor, reserve, etc.) (All)
23. Advise CDR and report the battle staff's recommendation of available assets; obtain CDR's decision (Battle Captain)
24. Announce CDR's decision to battle staff and execute (Battle Captain, Applicable Person[s])

Step 9

25. Send new FRAGO if CDR decides to change current concept of operations (Battle Captain)

Step 9 Continued

26. Alert, coordinate, reconfirm any commitment of BDE assets. Anticipate MEDEVAC, maintenance evacuation, resupply, LZs, routes, etc. (Battle Captain, Applicable Person[s])

Step 10

27. Monitor and battletrack the fight (All)

Step 11

28. Notify higher (S2)

Step 12

29. Obtain BDA from unit in contact (Battle Captain)

OR

Execute confirmation of BDA from targeting board and FRAGO (Battle Captain)

OR

Provide recommendation to CDR on the method of confirming BDA; obtain CDR's decision and execute (Battle Captain, Applicable Person[s])

Step 13

32. Notify higher if contact confirms any of higher's CCIR or PIR (S2)

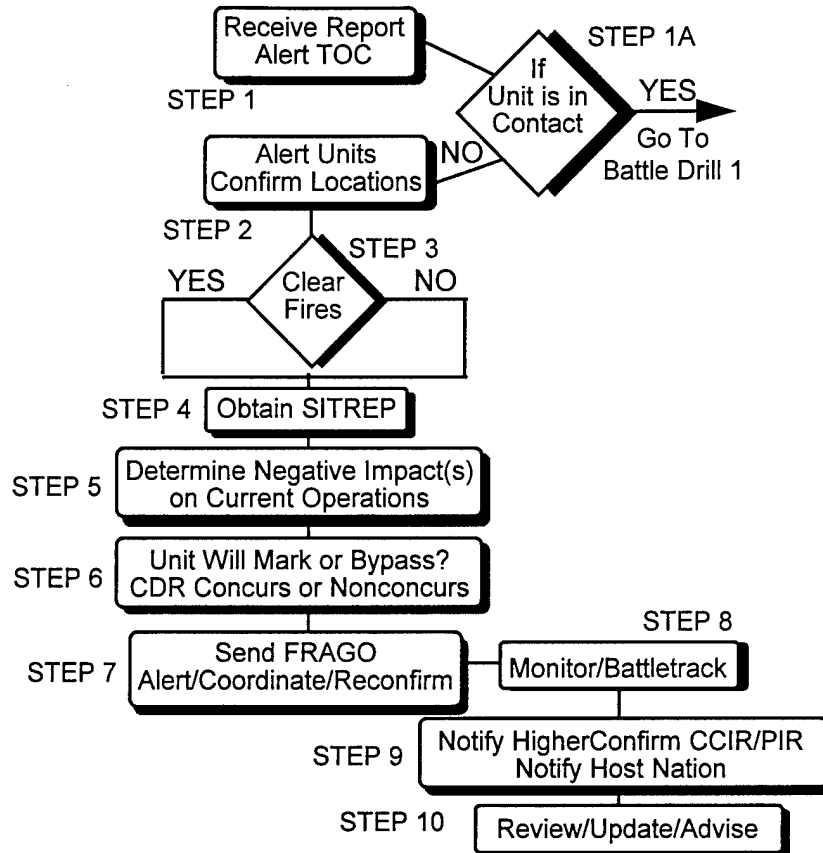
Step 14

33. Review pattern analysis; update SITMAP and situation template; advise CDR on anticipated enemy reaction; update BDA chart (S2)

34. Update air avenues of approach (ADO, S2)

Exercise Complete

#9: React to Report of Enemy Minefield



Step 1

1. Receive report (How discovered/Size/Type of mines/Location[Grid]/Time) (All)
2. Alert TOC; say again report and call sign of sender (Person Receiving Report)
3. Plot location (All)

Step 1A

4. If unit discovering minefield is in contact, see Battle Drill 1 (React to Enemy Contact) (Battle Captain)

Step 2

5. Alert BOS elements; confirm any locations close to contact (i.e., MI CDR alerts/confirm LLVI TMs in vicinity, SOCCE alerts, confirms ODA TMs in vicinity, ADA alerts/confirm Stinger TMs in vicinity, etc. (All)

Step 3 (In event unit becomes engaged)

6. Confirm all friendly units in a clockwise direction, in turn; announce "clear", "can't confirm", or "danger close" (use voice or chemlights) (All)
7. If all clear, announce "We are cleared for fires" (Battle Captain)
8. If not clear, record and continue to obtain status on applicable element(s); announce "We are not clear" (Battle Captain or Applicable Person[s])

Step 4

9. Obtain SITREP from unit discovering minefield; Determine status of casualties, damaged vehicles, damaged supplies, casualty evacuation, maintenance evacuation, etc.; Announce to TOC (Battle Captain)

Step 5

10. Determine if reported minefield will negatively impact current/future operations (Battle Captain)

11. In a clockwise direction, in turn, advise Battle Captain of potential negative impact(s) on current/future operations (All)

Step 6

12. Determine if subordinate maneuver BN will mark and bypass, or mark and clear (Battle Captain)

13. Advise CDR of any potential impact(s) on current/future operations (Battle Captain)

14. Determine if CDR concurs or nonconcurs with subordinate maneuver BN's decision. Announce CDR's decision (Battle Captain)

Step 7

15. Send new FRAGO if CDR decides to change current concept of operations (Battle Captain)

16. Alert, coordinate, reconfirm any commitment of BDE assets. Anticipate MEDEVAC, maintenance evacuation, resupply, LZs, routes, additional engineer assets, etc. (Battle Captain, Applicable Person[s])

Step 8

17. Monitor and battletrack the fight (All)

Step 9

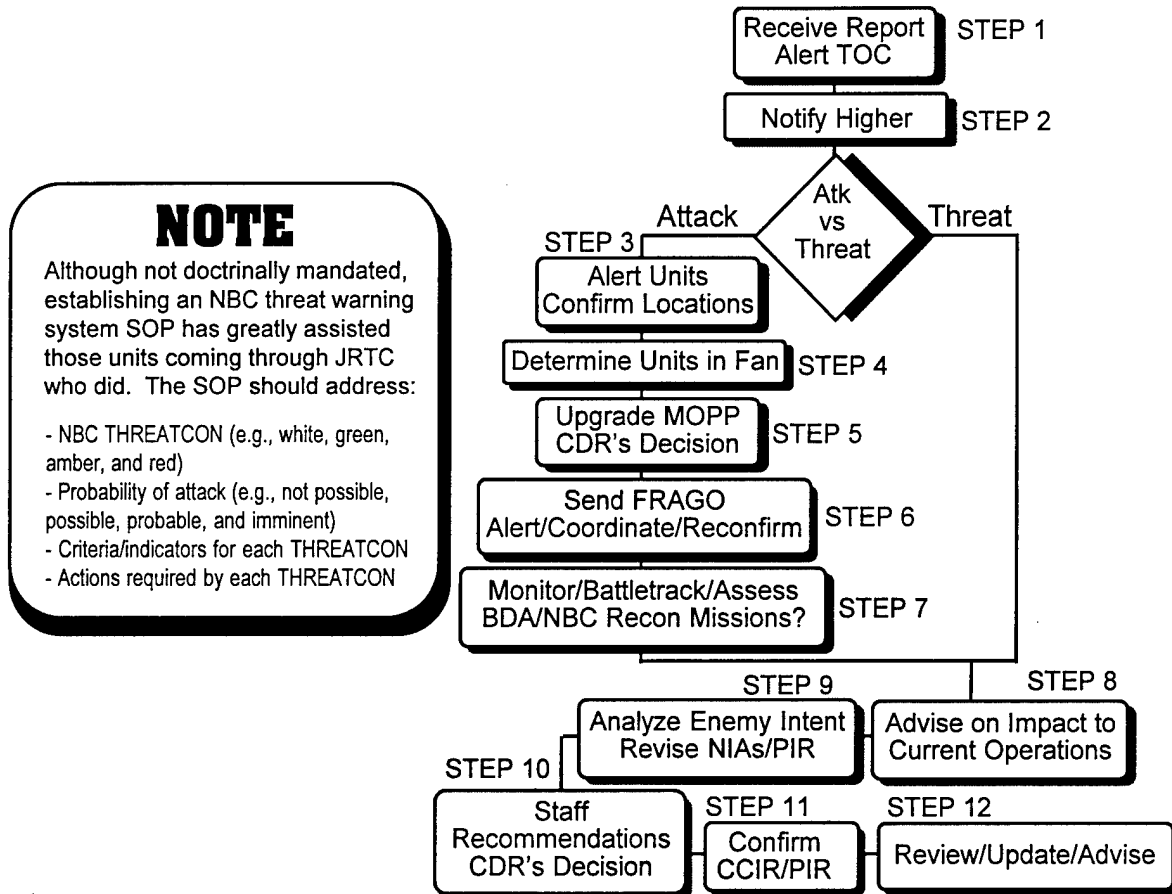
18. Notify higher, to include confirmation of higher's CCIR or PIR; notify adjacent units and/ or local host nation authorities, if applicable (S2)

Step 10

33. Review pattern analysis; current operations map, engineer map, civil affairs map; update SITMAP and situation template; advise CDR on anticipated enemy reaction; review assets available to monitor and detect/prevent enemy efforts to "re-seed"; notify subordinate units (S2, Applicable Person[s])

Exercise Complete

#10: React to Report of Enemy Chemical Attack/Threat



Step 1

1. Receive NBC 1 Report or chemical threat indicators (All)
2. Alert TOC; say again report and call sign of sender (Person Receiving Report)
3. If NBC 1, plot downwind fan (Chemical Officer)

Step 2

4. Immediately notify higher (S2)

Step 3 (Only if NBC 1, otherwise skip to Step 8)

5. Alert BOS elements; confirm any locations close to downwind fan (i.e., MI CDR alerts/confirm LLVI TMs in vicinity, SOCCE alerts, confirms ODA TMs in vicinity, ADA alerts/confirm Stinger TMs in vicinity, etc.) (All)

Step 4

6. Confirm all friendly units in a clockwise direction, in turn; announce "safe", "in the fan", or "danger close" (use voice or chemlights) (All)

Step 5

7. If safe, announce "No friendly units in the fan" (Battle Captain)

Step 5 Continued

8. If not safe, record and continue to obtain status on applicable element(s); announce those units in the fan (Battle Captain or Applicable Person[s])
9. Advise CDRs of units within the downwind fan and recommend appropriate increase in MOPP; obtain CDR's decision (Battle Captain, Chemical Officer)
10. Announce CDR's decision to battle staff and execute (Battle Captain, Applicable Person[s])

Step 6

11. Send new FRAGO if CDR decides to change current concept of operations (Battle Captain)
12. Alert, coordinate, reconfirm any commitment of BDE assets IAW current OPORD/FRAGO. Anticipate MEDEVAC, decon assets, maintenance evacuation, MOPP exchange, resupply, routes, NBC recon assets, etc. (Battle Captain, Applicable Person[s])

Step 7

13. Monitor and battletrack incoming BDA and extent of contamination; determine need for NBC recon missions; advise CDR on any new developments (All)

Step 8

14. In a clockwise direction, in turn advise Battle Captain of impact of current attack/threat to current/future operations (i.e., units operating in contaminated areas with increased MOPP) (All)

Step 9

15. Analyze enemy CDR's intent for use of chemicals and revise NAIs/PIRs as needed (S2s, Chemical Officer)

Step 10

16. Advise CDR on potential impacts on current/future operations; enemy CDR's intent, and increased THREATCON, if applicable (Battle Captain, S2, Chemical Officer)
17. Obtain CDR's decision to change current concept of operations and raise THREATCON, if required; announce CDR's decision to battle staff (Battle Captain)
18. Send updated/new FRAGO, if applicable (Battle Captain)

Step 11

19. Notify higher if threat/attack confirms any of higher's CCIR or PIR (S2)

Step 12

20. Review pattern analysis; update SITMAP and situation template; advise CDR on anticipated enemy reaction; notify subordinate units, and, if applicable, adjacent units; update BDA chart (S2)

Exercise Complete

APPENDIX B

Acronyms And Abbreviations

ARI	U.S. Army Research Institute
CALL	Center for Army Lessons Learned
CBI	Computer-Based Instruction
CD	Compact Disc
CTC	Combat Training Center
DA	Headquarters, Department of the Army
DST	Decision Support Template
FC	Field Circular
FM	Field Manual
JRTC	Joint Readiness Training Center
LTP	Leaders Training Program
MDMP	Military Decision-Making Process
NCO	Noncommissioned Officer
NTC	National Training Center
OAC	Officer Advanced Course
OIC	Officer-in-Charge
OPORD	Operation Order
SME	Subject Matter Expert
SOP	Standing Operating Procedure
TOC	Tactical Operations Center
TTP	Tactics, Techniques, and Procedures

APPENDIX C

Minimum Capabilities Required to Operate the CD-ROM-Based Battle Captain Course

HARDWARE (installed and configured)

- 486/66 computer processor
- 8 MB RAM
- 500 MB Hard Disk
- 101 Key Enhanced Keyboard
- Serial Mouse with Driver
- Sound Blaster 16 Sound board, or compatible, with driver and speakers
- 4X CD ROM
- SGVA graphics card, with driver
- 14-17" monitor, 640x480, 256 colors with .28 dpi

SOFTWARE

- Windows 3.11 or Windows 95