

CHAPTER 1

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

The division is the largest Army organization that trains and fights as a tactical team. Largely self-sustaining, it is capable of independent operations. The division is a unit of maneuver organizations with varying numbers and types of combat, CS, and combat service support (CSS) units. It may be armored, mechanized, light infantry, airborne, or air assault; each can conduct operations over a wide range of environments. The success of Army operations depends on the success of its divisions.

1-2. Role of the Division

Traditionally, divisions have operated as part of a US corps. In corps operations, divisions are normally comprised of 9 to 12 maneuver battalions, organic artillery battalions, and supporting CS and CSS units. Divisions perform a wide range of tactical missions and, for limited periods, are self-sustaining. The corps augments divisions, as missions require. All divisions must be able to deploy and conduct offensive and defensive operations, stability operations, and support operations.

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

a. Army of Excellence. The US Army's armored and mechanized divisions (referred to collectively as heavy divisions) provide mobile, armor-protected firepower. Armored and mechanized divisions are normally employed for their mobility, survivability, lethality, and psychological effects on the enemy. These divisions destroy enemy armored forces. They can seize and secure land areas and key terrain. During offensive operations, armored and mechanized divisions can rapidly concentrate overwhelming lethal combat power to break or envelop enemy defenses or offensive formations. These divisions then continue the attack to destroy fire support, command and control (C2), and logistics elements. Their mobility allows them to rapidly concentrate, attack, reinforce, or block enemy forces. Their collective protection systems enable them to operate in a nuclear, biological, and chemical (NBC) environment. Armored and mechanized divisions operate best in open terrain where they gain the advantage with their mobility and long-range, direct-fire weapons. Because of strategic lift requirements, armored and mechanized forces are slow to deploy from home or staging bases into an area of operations (AO). They have high consumption rates of supplies, can deploy relatively few dismounted infantry, and have limited use in restrictive terrain. See FM 71-100 for organizational structure of the division.

b. Force XXI, Digitized Division. The Army's Force XXI Division is a redesign of our current divisions that represent a leap forward into the realm of 21st Century technology. The smaller Force XXI Division possesses greater lethality and quicker mobility, as well as the CSS imperative of

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situational understanding. The digital technological enablers will enhance situational understanding and provide the means for information dominance by enabling friendly forces to share a complete common relevant picture (CRP). This provides the commanders a CRP while communicating and targeting in real or near real-time. Digitization permits the division to conduct operations over an extended battle space by increasing the operational areas of responsibility for all maneuver elements. Digitization will decrease decision-making time by optimizing the flow of information. This information enables Force XXI commanders to quickly mass forces allowing the division to defeat a larger, but less technologically advanced enemy. It will contribute increased lethality, survivability, and operational tempo while reducing the potential for fratricide.

1-4. Light Infantry Division

The light infantry division fights as part of a larger force in conventional conflicts and conducts missions as part of a joint force in stability operations and support operations. The light infantry division is one of our most rapidly and strategically deployable divisions. Its C2 structure readily accepts any augmentation forces, permitting task organizing for any situation. The factors of METT-TC largely determine the augmentations required for the division. The optimum use of light forces is as a division under corps control, its mission capitalizing on its capabilities. The division exploits the advantages of restricted terrain and limited visibility. It achieves mass through the combined effects of synchronized small-unit operations and fires, rather than through the physical concentration of forces on the battlefield. Light division forces physically mass only when risk to the force is low and the payoff is high. The division deploys as an entity; widely dispersed to conduct synchronized, but decentralized, operations primarily at night or during periods of limited visibility. Light force limitations include their austere CS and CSS systems, and their requirement for support from the corps or joint force headquarters, based on METT-TC. For organizational structure of the light infantry division, see FM 71-100.

1-5. Airborne Division

The airborne division can rapidly deploy anywhere in the world to seize and secure vital objectives. The airborne division must be able to conduct forced entry operations. It conducts parachute assaults to capture initial lodgments, execute large-scale tactical raids, secure intermediate staging bases or forward operating bases for ground and air operations, or rescue US nationals besieged overseas. It also can serve as a strategic or theater reserve as well as reinforcement for forward presence forces. The airborne division can assault deep into the enemy's rear areas to secure terrain or interdict enemy supply and withdrawal routes. It can seize and repair airfields to provide a forward operating base and airheads for follow-on air-landed forces. It is capable of all other missions assigned to light infantry divisions. The airborne division uses its strategic and operational mobility to achieve surprise on the battlefield. The US Air Force (USAF) can accurately deliver the airborne division into virtually any objective area under almost any weather condition. All equipment is air transportable; most are air-droppable. All personnel are trained for parachute assaults and airborne operations. Engagements with enemy armored or motorized formations require special consideration. The division does not have sufficient armored protection to defeat heavier armored formations at close range. Antitank weapons in the division compensate for, but do not completely offset, this deficit. For division organizational structure, see FM 71-100.

1-6. Air Assault Division

The air assault division combines strategic deployability with tactical mobility within its AO. It attacks the enemy deep, fast, and often over extended distances and terrain obstacles. The air assault division must be able to conduct forced entry operations. The airmobile division of the Vietnam era provided the US Army the operational foundation, experience, and tactics for today's air assault operations. Air assault operations have evolved into combat, CS, and CSS elements (aircraft and troops) deliberately task-organized for tactical operations. Helicopters are completely integrated into ground force operations. Air assault operations generally involve insertions and extractions under hostile conditions, as opposed to mere air movement of troops to and from secure locations about the battlefield. Once deployed on the ground, air assault infantry battalions fight like battalions in other infantry divisions; however, normal task organization of organic aviation results in greater combat power and permits rapid aerial redeployment. The rapid tempo of operations over extended ranges enables the division commander to rapidly seize and maintain the tactical initiative. For division organizational structure, see FM 71-100.

1-7. Medium Division

The medium division consists of one armored brigade, one mechanized brigade, and one air assault brigade, and traditional heavy division aviation, CS, and CSS units. The Army designed this division to provide commanders operational flexibility with armor lethality and light infantry strength in restrictive terrain.

Section III. THE DIVISION STAFF

1-8. The Division Commander

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

1-9. Assistant Division Commanders

Within a division there are two assistant division commanders (ADC). The division commander prescribes their duties, responsibilities, and relationships with the staff and subordinate units. Normally, the responsibilities are broken down as operations and training (or maneuver) and support. Light divisions have an ADC for operations and training (ADC-OT), while in the heavy division, he is referred to as the ADC for maneuver (ADC-M) and, in both heavy and light divisions, there is an ADC for support (ADC-S).

1-10. Chief of Staff

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

1-11. Staff Section

The command sergeant major (CSM), Assistant Chief of Staff, G1 (Personnel), Assistant Chief of Staff, G2 (Intelligence), Assistant Chief of Staff, G3 (Operations and Plans); and Assistant Chief of Staff, G4 (Logistics) function at division level in much the same way their counterpart staffs function at battalion and brigade level. The Assistant Chief of Staff, G5 (Civil Affairs) is the civil-military operations officer. This position is normally authorized only at division level and higher. For a detailed discussion of staff organization and functions, see FM 101-5. Provided in paragraph 1-33 is a detailed discussion of the coordinating staff and, in paragraph 1-34, a detailed discussion of the special staff.

Section IV. ORGANIZATIONS OF DIVISIONS

1-12. Division Organizations

All divisions are generally organized with a similar basic design. This design comprises a division headquarters and headquarters company (HHC), three ground maneuver brigades, an aviation brigade, an artillery brigade (referred to as division artillery [DIVARTY]), a support command, a cavalry squadron, an air defense artillery (ADA) battalion, an engineer battalion or brigade, a signal battalion, a military intelligence battalion, a military police (MP) company, and in most cases, a chemical company. The division headquarters provides C2 for the division's organic, attached, or supporting units. The HHC provides logistics support and personnel for the division headquarters and staff sections. Ministry teams in each division unit provide religious support to soldiers and their families. These teams provide worship opportunities, pastoral care, religious education, and spiritual fitness. The HHC is normally located near the division's main command post (CP). See FM 71-100 for definitive information on division organizations.

1-13. Ground Maneuver Brigade

The maneuver brigade headquarters provides the C2 facilities necessary to employ maneuver and fires. The only unit permanently assigned to the brigade is the brigade HHC. The necessary combat, CS, and CSS units to accomplish the brigade mission are attached, under operational control (OPCON), or placed in support of the brigade. The brigade's HHC furnishes logistics support (including equipment and personnel) and security for the brigade headquarters staff sections. The brigade normally controls from two to five attached maneuver battalions. It can be employed in autonomous or semiautonomous operations when properly organized for combat. Field Manuals 7-30 and 71-3 contain details on employment of the brigade. Ground maneuver battalions and additional units are placed in a command relationship to the brigade headquarters. This allows the division to accomplish missions in any environment. As units are added to brigades and the division, the division support command (DISCOM) is modified to meet changes in the division's supply, maintenance, and medical requirements.

1-14. Aviation Brigade

The aviation brigade is a maneuver force of organic, attached, and supporting Army aviation units. They include attack, air assault, reconnaissance (RECON), electronic warfare (EW), and general support

(GS) units. The division and aviation brigade commanders can tailor the brigade for virtually any combat, CS, and CSS operation to accomplish division missions. The brigade is most effective when its aerial forces concentrate at critical times or places to destroy units and exploit enemy vulnerabilities. The brigade extends the division capability to simultaneously strike the enemy throughout his depth and from multiple directions. The aviation brigade commander may be required to operate over great distances with his forces spread throughout the division's AO. This makes timely and accurate coordination difficult. Coordination is one of the most important functions of the aviation brigade staff. Corps aviation brigades may augment or support the division. Aviation units in these organizations include attack helicopter and assault helicopter battalions, medium helicopter and theater aviation companies, and command aviation battalions. Field Manual 1-111 is the doctrinal base for aviation brigade operations.

1-15. Division Artillery

The DIVARTY is the division's primary organic indirect fire support organization. It normally comprises cannon and rocket artillery. Fire support systems neutralize, suppress, or destroy enemy forces. The DIVARTY provides close support, interdiction, and counterfire fire support to division operations. The division normally receives additional field artillery (FA) support from the corps or joint force commander. This support could include cannon and multiple launch rocket system (MLRS) battalions or brigades. Corps 155-millimeter cannons and MLRS battalions are organized similar to DIVARTY battalions. Corps artillery battalions have a liaison section to coordinate with supported units. Field Manual 6-20-2 provides further detail concerning DIVARTY operations.

1-16. Engineer Brigade

Divisional engineers accomplish mobility, countermobility, survivability, general engineering, and geospatial missions. Additionally, they may perform infantry combat missions and tasks when required. Armored and mechanized divisions have an organic engineer brigade; light, airborne, and air assault divisions have only an engineer battalion organic to the division. A division, when fully committed, normally requires a corps combat engineer battalion and a CS equipment company to augment its organic engineer units. Corps provides additional engineer units based on an METT-TC analysis. The airborne, light, and air assault divisions have limited hauling and earth-moving capabilities. This reduces their capacity for obstacle creation and reduction, protective shelter construction, and combat route missions (mobility, countermobility, and survivability). The engineer brigade commander (the engineer battalion commander in light divisions) serves as the division engineer. He coordinates the efforts of all engineers working within the division sector. He requests support from higher headquarters based on his engineer estimate and the commander's concept for the operation. Additional assets may be attached, under OPCON, or in direct support (DS) of the division. Corps engineer units often reinforce a division. Field Manual 5-71-100 details division engineer operations.

1-17. Division Support Command

The DISCOM provides division-level CSS to all organic assigned and attached elements of the division. It furnishes limited CSS to nondivisional units in the division area. The DISCOM routinely performs the

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functions of arming, fueling, fixing, moving, and sustaining soldiers and their systems. The DISCOM commander's role is complex. He is a brigade-level commander and the division's principal CSS operator. He exercises full command authority over organic units in the support command. He also has a close relationship with the division G4 and the ADC-S because of their overlapping interests. Although the division G4 has coordinating staff responsibility for logistics planning and develops division-level plans, policies, and priorities, the DISCOM commander advises the division staff during the formulation of plans, estimates, policies, and priorities. The ADC-S, on the other hand, commands and supervises all rear area operations. The G3, with the G4, and the DISCOM commander normally locate the CSS elements in the division rear area. The forward support battalions (FSB) provide DS to brigades and are positioned in the brigade support areas (BSA). Assigned to the FSB is the forward support medical company (FSMC) that provides Echelon II medical care to those battalions with organic medical platoons. The company provides both Echelon I and Echelon II medical treatment on an area support basis to units operating in the BSA and brigade AO. The FSMC establishes treatment facilities (division clearing stations) in the BSA. The FSMC performs the following functions:

- Treatment of patients with disease and nonbattle injuries (DNBI), triage of mass casualties, advanced trauma management (ATM), initial resuscitation and stabilization, and evacuation of patients incapable of returning to duty from battalion aid stations (BAS) to the FSMC.
- Ground evacuation for patients from BAS and designated collecting points to the FSMC.
- Sick call services for the BSA and brigade rear area.
- Maintenance of field health records for personnel receiving their primary care from the FSMC according to Army Regulation (AR) 40-66.
- Operational dental care (includes emergency and essential dental care).
- Emergency Class VIII resupply to unit operating in the brigade AO.
- Unit-level medical maintenance.
- Diagnostic medical laboratory and radiology services commensurate with Echelon II medical treatment facilities (MTF).
- Outpatient consultation services for patients referred from Echelon I MTF.
- Limited reinforcement and augmentation to supported medical platoons.
- Patient holding for up to 40 patients (20 patients in light infantry divisions) able to return to duty (RTD) within 72 hours.
- Reconstitution/regeneration support for maneuver medical platoons

The main support battalion (MSB) is located in the division support area (DSA) to provide area support to divisional units in the DSA and backup support to the FSB. Assigned to the MSB is the main support

medical company (MSMC). The MSMC provides Echelons I and II medical care to units without organic medical treatment elements operating in the DSA. The MSMC establishes its MTF and base of operations in the DSA and—

- Provides advice and guidance to the MSB commander and his staff on the health of the command and CHS activities.
- Performs triage, initial resuscitation and stabilization, and preparation for evacuation of sick, injured, and wounded personnel.
- Provides medical evacuation (ground) support on an area support basis in the DSA. (Corps ambulances are normally used to evacuate patients from the BSA; however, this mission could be assigned to the MSMC.)
- Provides treatment squads that may operate independently of the division clearing station for limited time periods.
- Provides reconstitution support for forward deployed medical companies/elements.
- Provides sick call services for the BSA and brigade rear area.
- Maintains the field health records of personnel receiving their primary care from the FSMC according to AR 40-66.
- Provides operational dental care (includes emergency and essential dental care).
- Provides Class VIII resupply through the division medical supply office (DMSO) to division and nondivisional units via supply point distribution, logistical packages, redirected ambulance backhaul, and emergency deliveries.
- Performs unit-level medical maintenance.
- Provides diagnostic medical laboratory and radiology services commensurate with Echelon II MTF.
- Provides outpatient consultation services for patients referred from Echelon I MTF.
- Provides patient holding for up to 40 patients (20 patients in light infantry divisions) able to RTD within 72 hours.
- Provides mental health (MH) and neuropsychiatric consultation services and combat stress control (CSC) for the division.
- Provides preventive medicine (PVNTMED) and environmental health surveillance, inspections and consultation services for division units.

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- Provides optometry support limited to eye examinations, spectacle assembly using presurfaced single-vision lenses, and repair services.

Medical elements from the BSA and DSA may be deployed forward with a forward logistics element (FLE) and temporarily provide support for forward areas. Additionally, corps support organizations may use FLE for special support requirements and to rapidly resupply as far forward as possible. Although the division has its own organic CSS units, it relies on corps and corps support command (COSCOM) units to sustain the division for continuous operations. (It may also coordinate through the civil affairs [CA] staff for available host-nation [HN] support.) The medical brigade supporting the corps provides CHS that includes hospitals in GS of the division. In DS, it provides a forward surgical team (FST), air and ground medical evacuation (MEDEVAC), CSC, and veterinary, PVNTMED, and combat health logistics (CHL) services that include Class VIII resupply and blood management. See FMs 63-2, 63-2-2, 63-20, 63-20-1, 63-21, and 63-21-1 for information on DISCOM CHS operations. See FMs 4-02.1, 4-02.21, 8-10-1, 8-10-3, 8-10-5, 8-10-9, 8-10-25, 8-10-26, and 8-51 for definitive information on CHS for the division.

1-18. Division Cavalry Squadron

The division cavalry squadron performs RECON and security for division operations. This helps the division commander to maneuver his brigades and battalions and attack the enemy at the most critical points. It fills gaps between units and establishes physical contact with divisional units and adjacent units. The division cavalry squadron also—

- Facilitates the division's movement with RECON, establishing contact points and passage points, and coordinating with higher and adjacent headquarters.
- Performs RECON and security operations in the division's rear area.
- Performs damage control and combat operations in the division's rear area when tasked as, or as part of, a tactical combat force (TCF).

See FM 17-95 for definitive information on cavalry squadron operations.

1-19. Air Defense Battalion

The division ADA battalion retains the division's freedom of maneuver, protects critical division assets, destroys enemy aircraft before they release their ordnance, and denies the enemy aerial RECON. The division's ADA battalion commander is the air defense coordinator. He integrates the division's air defense plan with both corps and echelons above corps (EAC) air defenses and integrates any OPCON air defense units. See FM 44-100 for definitive information on air defense operations and procedures.

1-20. Military Intelligence Battalion

The military intelligence (MI) battalion provides the division dedicated intelligence, counterintelligence (CI), and EW support, including communications intercept, direction finding capability, and electronic attack.

The MI battalion responds to the G2- and G3-assigned intelligence, CI, and EW requirements and missions. The MI battalion receives, analyzes, and disseminates intelligence information from echelons above division (EAD) as well as from assets within the division. The division MI battalion conducts G2-tasked intelligence collection operations according to the division commander's priority intelligence requirements and information requirements through the analysis and control element (ACE). The ACE is organic to the MI battalion and operates under the direction of the G2. Additionally, the MI battalion conducts G3-tasked EW operations missions per the commander's EW priorities. The MI battalion coordinates and directs corps and EAC intelligence and electronic warfare (IEW) assets supporting the division. A MI brigade performs IEW support at the corps level. It provides GS to the corps and, on occasion, may reinforce the division's intelligence efforts. When required, intelligence, imagery, EW, operations security (OPSEC) support, and interrogation assets directly support the divisions. See the FM 34-series (MI) manuals that provide the foundations for MI operations.

1-21. Signal Battalion

Signal support to the division is a collective and integrated application of communications, automation, and information services and systems. The signal battalion uses three distribution systems to cover the division's AO. They are the area common user system, the combat net radio (CNR) system, and the automatic data distribution system. Their integrated operation forms the division communications system. Signal units attached to or supporting the division will be under OPCON of the division signal battalion commander unless otherwise assigned or attached. The corps signal brigade links the division communications system to corps and higher echelons. The resulting architecture provides deployed forces with secure global, voice, and digital data communications. If required for special missions, corps and EAC signal assets can augment the division's existing signal capabilities. Specific responsibilities for the signal staff and the signal battalion are contained in FMs 11-50 and 101-5.

1-22. Military Police Company

The division MP company performs five functions in support of division operations:

- Maneuver and mobility support, to include support to river crossing operations, breaching operations, and passage of lines: straggler and dislocated civilian control; route RECON and surveillance; and main supply route (MSR) enforcement.
- Area security, to include RECON operations, area damage control, base/air base defense, response force operations and critical site, assets, or high-risk personnel security.
- Internment and resettlement operations, to include enemy prisoner of war (EPW) and civilian internee operations, confinement of US military prisoners and populace, and resource control.
- Law-and-order operations, to include law enforcement, criminal investigation, and US military prisoner confinement.

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- Police intelligence operations, to include criminal information used to support the intelligence preparation of the battlefield (IPB), police assessment process, and joint information.

The MP company commander normally collocates with the division rear CP in the DSA to direct the use of his MP unit. Finally, the division normally receives one corps MP company to support sustained operations. Like the divisional MP company, this attached corps MP company works under the staff supervision of the provost marshal. Field Manual 3-19.1 details MP operations.

1-23. Division Chemical Company

The division chemical company is found in all divisions except light infantry. It reduces the effects of enemy NBC weapons and counters enemy sensor systems by using smoke and obscurants on division combat operations. Its primary focus is NBC RECON, decontamination (less patient decontamination), and smoke generation. Several NBC organizations and detachments provide added NBC defensive capabilities to the division. Corps chemical units may support corps CS and CSS units operating in the division area and may reinforce the divisional chemical company. Other sources of chemical support for divisions are mechanized or motorized smoke units, NBC RECON units, NBC decontamination units, and dual-purpose (light divisions only) smoke and decontamination companies. When additional companies are attached to or under OPCON of a division, a separate chemical battalion headquarters and headquarters detachment may be needed for command, control, and communications (C3). It will report directly to the division chemical officer for operational taskings. Field Manual 3-100 provides the doctrinal base for chemical company operations.

1-24. Division Band

The mission of the Army bands is to provide music to enhance unit cohesion and morale and to musically support military operations. Bands provide important support to information operations and should be integrated into public affairs, CA, and psychological operations (PSYOP) plans. Army bands are assigned secondary missions (except the US Army Band, the US Army Field Band, and the US Army Military Academy Band which have unique missions). These principal secondary missions are augmentation of security operations for CPs, or augmentation of perimeter security for EPW/civilian internee operations.

Section V. MANEUVER BRIGADES AND REGIMENTS

1-25. Organization of the Armored or Mechanized Infantry Brigade

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

a. Divisional Brigades.

(1) Close combat-heavy brigades are the major subordinate maneuver commands of armored and mechanized infantry divisions. The only permanent unit assigned to a brigade is its HHC. The HHC provides direction and control over units assigned to, attached to, or supporting the brigade. The new Force XXI digitized brigade has gone through some organizational changes; for example, the maneuver battalion now has only three companies. There was also a redesign of its CSS in the maneuver battalions and the supporting DISCOM FSB. The Force XXI maneuver battalion with its enhanced computers, communications, and digitalization has real-time situational understanding that provides personnel a CRP.

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

(3) Light infantry battalions may be attached to the heavy brigade for specific missions and for a short duration. Use of light forces requires careful consideration of key employment and logistics support.

(4) The divisional brigade does not have support assets assigned to it; however, a habitual support relationship does exist between a designated FSB and the maneuver brigade. Normally, brigade support is also provided by a DS FA battalion; an ADA battery; an engineer company; a forward area signal platoon; an MP platoon; combat IEW elements; a tactical air control party (TACP); and a DISCOM FSB. Attack helicopter units may also operate with the brigade. When sorties are allocated for planning, USAF tactical air operations support the brigade.

b. Separate Mechanized Infantry and Armored Brigades.

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

- A brigade HHC to provide C2 and limited CS assets, to include MP, chemical, and air defense elements.
- Tank and mechanized battalions to fight battles, destroy or disrupt enemy forces, and seize and hold terrain.
- An armored cavalry troop for RECON, security, and economy-of-force operations.
- A DS FA battalion to provide fire support.
- An engineer company for combat engineer support.

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- An MI company to assist in collecting, processing, and disseminating intelligence and to support EW operations.

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

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

1-26. Organization of Infantry Brigades

a. *Divisional Brigades.*

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

(2) There may be three or four brigades assigned to an infantry division, depending on operational requirements but in most cases it is three.

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

b. *Separate Light Infantry Brigades.*

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

- A brigade HHC to provide C2.
- Infantry battalions to destroy the enemy and to seize and hold terrain.
- A support battalion with several support units to provide CSS.
- A combat IEW company to assist in collecting, processing, and disseminating intelligence and to support EW operations.
- A light FA battalion to provide fire support.
- An engineer company for combat engineer support.
- An armored cavalry troop for RECON, security, and economy of force operations.

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

1-27. Armored Cavalry Regiments

The armored cavalry regiments (ACR) are designed as either an ACR (armored) or an ACR (light) (L).

a. Armored Cavalry Regiment (Armored). The ACR is a self-contained combined arms organization composed of armored cavalry squadrons (ACS), an aviation squadron, a support squadron, and separate CS companies and batteries. The ACR is a separate unit that supports the corps or a joint task force (JTF). It is often reinforced by corps CS units and divisional maneuver battalions. The ACR operates independently over a wide area and at extended distances from other units. The ACR is a highly mobile, armored force capable of fighting the fully mechanized threat in the environmental states of war or conflict. The ACR may be rapidly deployed to a theater of operations by sealift. When supporting a light corps, limitations may exist in corps support capabilities, strategic mobility, and terrain restrictions. The regimental ACS, a highly mobile, armor-protected force, is discussed below. The regimental aviation squadron (RAS) provides the regiment with combat aviation assets. It is organized with air cavalry/RECON troops, attack helicopter troops, and an assault helicopter troop. The squadron adds a very responsive, terrain-independent combat capability to the regiment. The maneuverability and flexibility of the RAS enhance the combat flexibility of the regiment. The RAS may operate independently of or in close coordination with the ACS, or it may provide troops to the ACS.

b. Armored Cavalry Regiment (L). The ACR (L) is a self-contained combined arms organization capable of being packaged and rapidly deployed by air or sealift as part of a force projection Army responding rapidly to worldwide contingencies. The role of the ACR (L) may be traditional, initial entry, or follow-on. The traditional role would support a US corps or TF through a RECON, security, and economy-of-force capability. As an initial entry force, the ACR (L) would support Army or JTF operations with credible force as a demonstration of US resolve. In the follow-on role, the ACR (L) will follow an opposed entry force (division-ready brigade type) to expand the point of entry, to provide RECON and security, and to serve as the initial combat-capable maneuver force. Because of the C2 structure and support base within the regiment, it is a very modular organization capable of rapidly integrating armored forces into its task organization. This factor supports the Army with a force package that can be tailored for the situation and expanded once it is deployed to a theater if the situation dictates the need for armored forces. The ACR (L) is composed of ACS, an aviation squadron, a support squadron, and separate CS companies and batteries. The ACR (L) is a separate unit that supports the contingency corps. It is often reinforced by corps CS units and divisional maneuver battalions. The ACR (L) operates independently over a wide area and at extended distances from other units. The ACR (L) is a highly mobile force capable of executing the full range of doctrinal cavalry missions against a comparable threat in the environmental states of war or conflict. It is also capable of conducting stability operations and support operations. When supporting a light corps, limitations may exist in corps support capabilities, strategic mobility, and terrain restrictions. The organizational structure for the ACR (L) is similar to the ACR (armored) with some significant exceptions. These differences may require modification of the TTP prescribed for the ACR according to FM 17-95. The following assets or capabilities are not organic to the ACR (L):

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- Neither the ACR (armored) nor the ACR (L) is authorized a tactical CP.
- The chemical company of the ACR (L) is not organized with a smoke platoon.
- The engineer company of the ACR (L) is not organized with bridging assets.
- Organic assets do not include digital terrain database development.
- The MI company of the ACR (L) does not have ground surveillance radar.
- The aviation squadron of the ACR (L) does not have attack helicopter troops.

Limited ballistic protection offered by the high-mobility multipurpose wheeled vehicle (HMMWV) and lack of organic tank assets require judicious application of standard cavalry doctrine. The ACR (L) is ideally suited for force packaging and employment by the contingency corps against a comparably equipped threat, but must be reinforced to defeat a modern mechanized or armored force. For definitive information on both the ACR (armored) and the ACR (L), see FM 17-95.

Section VI. THE BATTALION

1-28. Organization of the Infantry Battalion

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

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

(2) Within the context of organizational roles, platoons normally fight as part of a company. Companies fight using their subordinate platoons as fire or maneuver elements. Battalions provide support to the companies; ensure the battlefield has depth; and synchronize the various arms and services to achieve the maximum effect from the available forces. The brigade task-organizes the battalion, fitting the forces to the ground, mission, and enemy situation. Divisions provide CS and CSS force multipliers. Corps conducts operational-level warfare, providing additional CS and CSS assets in accordance with the corps main effort.

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

b. Types of Battalions. There are six basic types of infantry battalions: mechanized infantry, air assault, airborne, ranger, light, and mountain. The fundamental combat mission of the infantry battalion, regardless of type, is to destroy or capture the enemy by means of fire and maneuver; or to repel his assault by fire, close combat, and counterattack. To accomplish specific missions, the battalion is normally augmented with combat, CS, and CSS assets.

c. Task Organization. Normally, infantry battalions operate as table of organization and equipment (TOE) units only in garrison. For training and for combat, they are task organized for the mission at hand. Task organizing tailors the unit to get the most from its capabilities and to minimize its limitations. It is a temporary grouping of forces designed to accomplish a particular mission. Task organization involves the distribution of available assets to subordinate control headquarters by attaching or placing assets under OPCON to the subordinate. Task organization is made after analysis of the mission and all of the other METT-TC factors. When developing the task organization, the commander must clearly understand the capabilities and limitations of his organic and supporting units; he must consider the existing C2 relationships.

1-29. Organization of the Mechanized Infantry and Armored Battalions

Mechanized infantry battalions and armored battalions are organized, equipped, and trained to accomplish specific missions; each type battalion has unique capabilities and limitations.

a. Missions.

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

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

(3) Battalion TF accomplish missions and tasks as part of a brigade's operation. Occasionally, TF will conduct operations directly under a division's or an ACR's control; such as participating in the higher headquarters covering force; acting as a reserve; or forming a TCF in rear area operations.

b. Capabilities.

(1) The capability of the mechanized infantry battalion and the armored battalion is increased through task organization. Based on situational estimates, the brigade commander task-organizes armored and mechanized infantry battalions by cross-attaching companies between these units. As a rule, cross-attachment is done at battalion level because it has the necessary C2 and support capabilities to employ combined arms formations. The brigade commander determines the mix of companies in a TF. Similarly, the TF commander may cross-attach platoons to form company teams for specific missions.

(2) Tank and mechanized infantry battalion TF apply their mobility, firepower, and shock effect to—

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

c. Limitations.

- (1) Because of the high density of tracked vehicles, the battalion has the following limitations:
 - Mobility and firepower are restricted by urban areas, dense jungles and forests, very steep and rugged terrain, and significant water obstacles.
 - Strategic mobility is limited by substantial quantities of heavy equipment.
 - Consumption of supply items is high, especially Classes III, V, and IX.
- (2) Battalions are task-organized according to mission; they are routinely augmented to improve engineer, fire support, air defense, intelligence, and CSS capabilities.

1-30. Battalion Task Force on the AirLand Battlefield

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

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

Section VII. THE BATTALION STAFF

1-31. Command and Control Responsibilities of the Battalion

The commander establishes a standard C2 system by defining the functions of key individuals, organizations, and facilities. He organizes his staff in a manner to accomplish the mission. He will develop a basic organization flexible enough to be modified to meet changing situations. This section discusses the individual and staff functions and responsibilities and how they are organized to facilitate C2.

1-32. Staff

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

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

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

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

The commander assigns clear-cut responsibility for functions to unit staff officers to ensure that conflicts do not arise. As a rule, staff officers are delegated the authority to say "yes" to requests by subordinate unit commanders. They defer to the commander when the answer is "no." The staff must be responsive to subordinate unit commanders.

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

- The required liaison is established.

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- All staff officers, unless otherwise instructed by the commander, inform him (the XO) of any recommendations or information they gave directly to the commander, or of any instructions they received directly from the commander.
- The XO functions as the *Chief of Staff* and directs and coordinates staff activities.

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

c. Command Sergeant Major. The CSM is the senior noncommissioned officer (NCO) in the unit. He acts in the name of the commander when dealing with other NCO in the unit; he is the commander's primary advisor concerning the enlisted ranks. He should understand the administrative, logistical, and operational functions of the unit to which he is assigned. Since he is the senior enlisted soldier in the unit, his attention should be focused on operations, training, and how well the commander's decisions and policies are being carried out. He is the senior enlisted soldier who is responsible to the commander for training in the organization. He coaches and trains first sergeants (1SGT) and platoon sergeants (SGT); he works very closely with company commanders in this regard. He maintains close contact with subordinate and attached unit NCOs. The CSM may act as the commander's representative in supervising critical aspects of an operation. The CSM can lead the advance/quartering party during a major movement. He may also help in the CSS effort during the battle.

1-33. Coordinating Staff

a. Adjutant (US Army).

(1) The Adjutant (US Army) (S1) has primary responsibility to provide all activities and functions associated to sustain personnel manning of the unit, provide personnel support, and other human resource support to service members. The S1 section is principally structured to provide critical wartime functions of personnel strength accounting and casualty reporting. Battalion S1 sections can provide limited personnel services and support within the battalion, but require augmentation support to provide the full spectrum of human resource support and services. The S1 participates in the planning process, personnel estimates, loss estimates, and recommends replacement priorities. Within the battalion, the S1 coordinates EPW support, limited legal support, CHS planning (in conjunction with the battalion surgeon), and public affairs. The battalion S1 also coordinates legal actions with the brigade S1.

(2) Information linkages and split-base operating procedures should minimize the distinction between wartime/peacetime and forward/rear in regards to personnel support. Personnel (S1) sections provide additional services at the home station. When deployed, the S1 performs replacement operations, postal operations, strength management, personnel actions (awards, promotions, evaluations, reassignments, and military pay), morale welfare and recreation support, and Red Cross coordination. The commander must leverage his reach capability with these functions.

(3) During deployment, the S1 operates from the combat trains and is normally collocated with the Logistics Officer (US Army) (S4). While collocated, functional responsibilities between the S1 and S4 are not intended to be interchangeable.

b. Intelligence Officer (US Army). The Intelligence Officer (US Army) (S2) exercises overall staff responsibility for intelligence. He conducts the IPB with the commander and Operations and Training Officer (US Army) (S3) using—

- Higher collection sources.
- Ground and aerial RECON.
- Observation posts.
- Ground surveillance radar.
- Target acquisition.
- Electronic warfare assets.
- Organic scout platoon.

In conjunction with the IPB process, he prepares and disseminates intelligence estimates. The tactical intelligence officer assists the S2. The tactical intelligence officer is part of a two-man battalion information coordination center (BICC). The BICC's primary responsibility is to manage the unit's intelligence collecting, processing, and disseminating effort for the S2. The BICC develops and initiates the reconnaissance and surveillance (R&S) plan; identifies requirements that cannot be met by the battalion's assets; and notifies the brigade S2.

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

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

He advises the commander on—

- Courses of action (COA).
- Combat and CS matters.
- Organization and training.
- Operational matters during the battle.

He prepares the operations estimate and conducts planning and coordination with other staff sections resulting in published operation orders (OPORD), operation plans (OPLAN), and training programs.

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In conjunction with his planning duties, he is responsible for PSYOP; EW activities, OPSEC; deception; and, in conjunction with the S4, tactical troop movement. He establishes priorities for communications to support tactical operations and coordinates with the XO and the battalion signal officer on the location of the main CP.

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

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

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

e. Command and Control, Communications, and Computer (C4) Operations Officer (US Army). The Assistant Chief of Staff, (Signal) (G6)/Communications Staff Officer (US Army) (S6), C4 operations officer, is the principal staff officer for all matters concerning C4. A G6/S6 is located at all echelons of command from battalion through corps. He is responsible for advising the commander, staff, and subordinate commanders on C4 operational matters. Command and control, communications, and computer operations are inclusive of network operations and information management. Network operations include network management, information dissemination management, and information assurance. Information management includes relevant information and information systems functions.

f. Battalion Maintenance Officer. The battalion maintenance officer (BMO) plans, coordinates, and supervises the maintenance and recovery efforts of the maintenance platoon and ensures that adequate maintenance support is provided to the TF. Although he is a staff officer in the battalion headquarters, he is also the maintenance platoon leader. The maintenance warrant officer assists the BMO by providing

technical assistance and supervision of the maintenance platoon. The BMO supervises the unit maintenance collection point in the armored and mechanized infantry battalions only.

1-34. Special Staff

a. Battalion Surgeon. In this role the battalion surgeon is a special staff officer and advisor to the battalion commander on employment of the medical platoon and on the health of the battalion. He is also the supervising physician (medical officer/field surgeon) of the medical platoon's treatment squad. This officer is responsible for all CHS provided by the platoon. His responsibilities include—

- Planning and directing CHS for the maneuver battalion. He does this in conjunction with the battalion S1, who is the coordinating staff officer responsible to the commander for health and welfare of the troops.
- Advising the maneuver battalion commander and his staff on CHS operations and the medical threat.
- Supervising the health, welfare, organizational training, administration, discipline, maintenance of equipment, supply functions, and employment of medical platoon personnel.
- Examining, diagnosing, treating, and prescribing courses of treatment for patients, to include ATM.
- Training combat lifesavers (CLS).
- Supervising the battalion CSC program.
- Supporting humanitarian assistance programs, when directed.
- Providing PVNTMED support for the battalion. Requesting PVNTMED support from the brigade for PVNTMED requirements beyond his (battalion surgeon) capabilities.
- Planning and overseeing PVNTMED training for battalion personnel.
- Advising the commander on the health of the battalion.
- Supervising the training of unit field sanitation teams.
- Ensuring the field health records are maintained according to AR 40-66.
- Advising the commander on the effects of the Geneva Conventions on CHS. See Appendix A, The Geneva Conventions, for additional information.

b. Chaplain. The chaplain advises the commander and staff on religious matters and of the influence of indigenous religious groups and customs on the commander's courses of actions. The chaplain

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is a member of the battalion's unit ministry team (UMT). This team is the staff section that provides religious support to the battalion. The team advises the commander on unit morale and ethical issues and assists in meeting the religious and spiritual needs of the soldiers. The team consists of a chaplain and a chaplain assistant. The chaplain provides the clergy-related support to the unit. These include worship and prayer services, funeral and memorial services, and in-depth grief counseling. The chaplain assistant provides the administrative and logistical management for the team as well as the team's security. The chaplain exercises the necessary staff authority for developing, coordinating, and executing the religious support plan. Additionally, the chaplain facilitates soldiers' free exercise of their religious rights, beliefs, and worship practices and makes recommendations for ethical decision-making and moral leadership programs. See FM 16-1 for definitive information on religious support for the battalion.

1-35. Other Staff Assets

a. Headquarters and Headquarters Company Commander. The HHC commander has the responsibility of ensuring that the command facilities are provided logistical support. Normally, he places his XO with the main CP to supervise support, security, and movement. The HHC commander locates himself at the field trains CP to monitor and coordinate all battalion activities there. He uses landlines and messengers to control all elements in the field trains and communicates with the combat trains using the administration/logistics net (a frequency modulated [FM] radio net). The HHC commander is available for other tactical missions as dictated by the estimate of the situation. These roles normally come into play during operations other than sustained ground combat. They may include coordination and control of the RECON/counter-RECON effort; combat patrols; or any other task designated by the battalion commander.

b. Physician Assistant. The physician assistant (PA), normally a Captain, Army Medical Specialist Corps, performs general technical health care and administrative duties. The PA is ATM-qualified and works under the clinical supervision of the medical officer. This officer serves as the medical platoon leader in the absence of an assigned physician.

c. Field Medical Assistant. The field medical assistant, a Medical Service Corps (MS) officer, normally a Lieutenant, is the operations/readiness officer for the medical platoon. He is the principal assistant to the battalion surgeon for operations, administration, and logistics. The field medical assistant coordinates CHS operations with the battalion S3 and S4 and coordinates patient evacuation with the FSMC.

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

e. Air Defense Artillery Officer. The senior leader of any supporting ADA unit(s) advises the commander on the employment of ADA assets. During the planning process, he is at the TOC to ensure the integration of air defense into the concept of operation. During the execution of the plan, he positions

himself in a location that will enable him to best C2 the air defense assets. He monitors the command net to remain responsive to the needs of the commander. He also monitors the early warning net to assist in the acquisition and dissemination of early warning information as a member of the Army airspace C2 system.

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

g. Antiarmor Company Commander/Platoon Leader (Light Battalion). This leader advises the commander on the tactical employment of his weapon systems. He may serve as a fourth maneuver element or as an alternate battalion CP when properly task-organized. The first alternate CP for the battalion is the combat trains CP (CTCP).

h. Scout Platoon Leader. He advises the commander and the S2 on the employment of his element. He is responsible for conducting tactical RECON in support of the battalion. He assists the S2 in developing the R&S plan.

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