MHI
Copy 3

Superseded FM 61-100 (15 Nov 68)

FM 12-11

DEPARTMENT OF THE ARMY FIELD MANUAL

ADMINISTRATION COMPANY DIVISION AND SEPARATE BRIGADE

HEADQUARTERS, DEPARTMENT OF THE ARMY
JULY 1967

TAGO 7523A

FIELD MANUAL
No. 12-11

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., *7 July 1967*

ADMINISTRATION COMPANY, DIVISION AND SEPARATE BRIGADE

		Paragraph	Page
CHAPTER 1.	INTRODUCTION		
	Purpose and scope	1	3
	Recommended changes	2	3
	General information	3	3
	Civil affairs operations	4	3
2.	MISSION, ORGANIZATION, CAPABILITIES, AND LIMITATIONS		
	Mission	5	4
	Organization	6	4
	Capabilities	7	4
	Limitations	8	5
3.	CONCEPT OF OPERATION AND RELATIONSHIPS		
	Concept of operation	9	7
	Relationships	10	7
4.	ADMINISTRATION COMPANY HEADQUARTERS		
Section I.	General		
	Mission and organization	11	9
	Concept of operations	12	9
II.	Responsibilities and functions		
	Unit administration	13	10
	Training	14	11
	Logistical support	15	11
CHAPTER 5.	STAFF SECTIONS		
	General	16	13
	Adjutant general	17	13
	Chaplain	18	14
	Finance	19	14
	Information	20	15
	Inspector general	21	16
	Staff judge advocate	22	16
6.	THE REAR ECHELON		
	Definitions	23	17
	Tactical relationships	24	17

*This manual supersedes FM 12-11, 27 December 1961.

		Paragraph	Page
CHAPTER 6.	THE REAR ECHELON—Continued		
	Selection of area for and layout of rear echelon	25	18
	Movement	26	21
	Defense	27	22
	Rear area security	28	30
	Area damage control	29	31
	Applicable STANAG	30	31
APPENDIX A.	REFERENCES	--	32
B.	SAMPLE DIVISION REAR ECHELON STANDING FIELD OPERATING PROCEDURE	--	35

CHAPTER 1

INTRODUCTION

1. Purpose and Scope

This manual provides guidance to commanders, staff officers, and other interested personnel on the mission, organization, capabilities, limitations, functions, and employment of the administration company of the division and separate brigade. It discusses the administration company relationship with other units and with headquarters staff sections. It also outlines employment of the administration company in tactical situations including organization, movement, and deployment as the division or brigade rear echelon.

2. Recommended Changes

Users of this manual are encouraged to submit recommendations to improve its clarity or accuracy. Comments should be keyed to the specific page, paragraph, and line of the text in which the change is recommended. Reasons should be provided for each comment to insure understanding and complete evaluation. Comments should be forwarded direct to Commanding Officer, U.S. Army Combat Developments Command Personnel and Administrative Services Agency, Fort Benjamin Harrison, Indiana 46249. Originators of proposed changes which would constitute a significant modification of approved Army doctrine may send an information copy, through command channels, to the CG, USACDC, to facilitate review and followup.

3. General Information

Conditions under which the company is operated in combat will vary as added roles are given; e.g., establishment of the division or separate brigade rear echelon and concurrent assumption of a role in the division or brigade rear area security and area damage control operations. The physical facilities and requirements of the administration company will vary with the availability and use of local real estate and materiel. This manual is applicable to operations in garrison and under field conditions in the continental United States (CONUS) and in oversea commands for both nuclear and nonnuclear environments. It is applicable to internal defense and development operations as well. While it may also be applied to chemical, biological, and radiological environments, detailed coverage on employment of and protection from such agents appears in detail in other publications (app A) and is therefore discussed only in general terms herein.

4. Civil Affairs Operations

a. In an internal defense and development (IDD) situation, commanders emphasize civil affairs-type operations to insure successful accomplishment of our country's efforts to assist the host country. During high- and mid-intensity warfare (conventional), civil affairs operations usually support other military operations. In low-intensity warfare, as typified by IDD type operations, other military operations usually support the civil affairs operations.

b. At all levels of intensity, unit SOP, directives, orders, and training programs must include sufficient civil affairs doctrine and specific operational guidance to insure that all personnel can contribute to a well-integrated civil affairs program.

c. The responsibilities of all commanders for civil affairs activities are presented in general terms in FM 101–5. More detailed coverage is given in FM 41–10.

CHAPTER 2

MISSION, ORGANIZATION, CAPABILITIES AND LIMITATIONS

5. Mission

a. The mission of the administration company is to—

(1) Serve as a carrier unit for certain elements of the personal and special staffs.

(2) Provide, through the personal and special staff sections assigned to it (fig. 1), the personnel and administrative support necessary to sustain the division or separate brigade.

(3) Receive and process hospital returnees, individual replacements, rotating personnel, or personnel departing for other reasons.

(4) Comprise the headquarters of the rear echelon of the division or separate brigade. (During tactical operations the company normally is located separately from the headquarters of the support command or support battalion.)

b. A discussion of the mission of the administration company and personal and special staff sections is found in chapters 4 and 5.

6. Organization

a. The division administration company consists of a company headquarters and the following sections: adjutant general, finance, information, inspector general, staff judge advocate, and chaplain. The replacement detachment becomes a function of the adjutant general section.

b. The administration company of the separate brigade consists of a company headquarters and the following sections: adjutant general, information, finance, inspector general, and staff judge advocate. The chaplain's functions are handled by the unit chaplains and coordinated by the brigade chaplain, who is located in the brigade headquarters and headquarters company. The replacement detachment becomes a function of the adjutant general section.

c. Although the staff sections are organic to the administration company, these sections function as staff elements of the division or separate brigade headquarters. The administration company commander, therefore, does not exercise command over the operations of these sections. He is responsible, however, for their administration, logistical support, and tactical training.

d. Basic organization of the administration company is shown in figure 1 and the detailed organization is discussed in chapters 4 and 5.

7. Capabilities

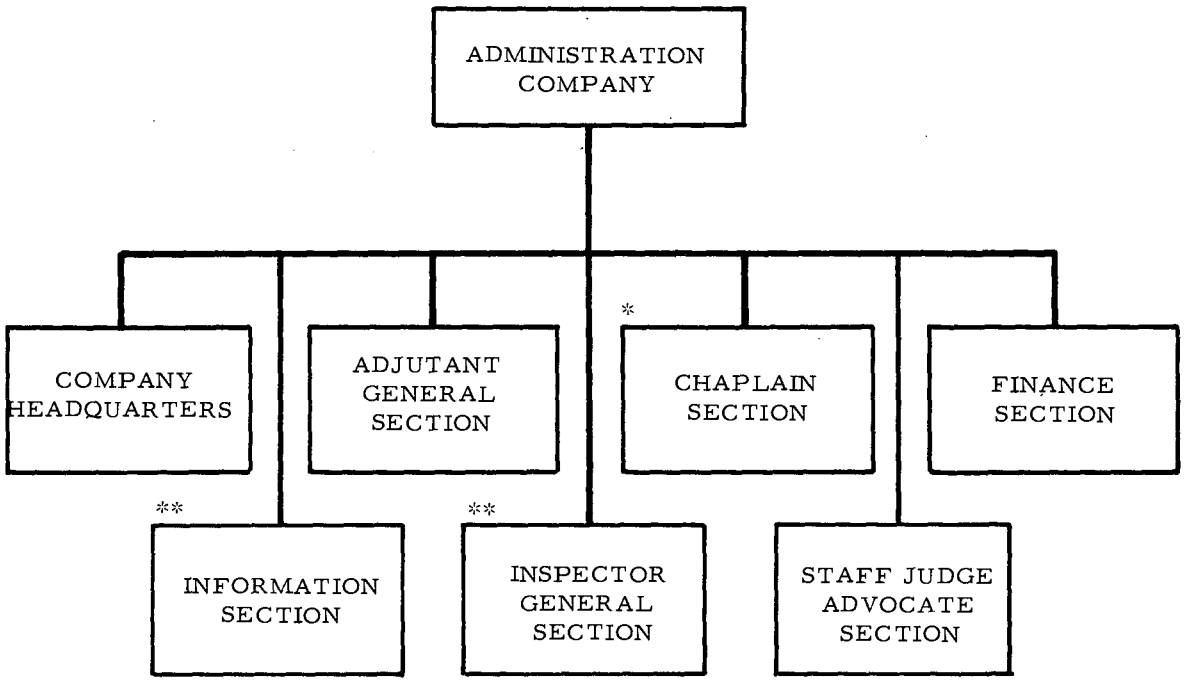
a. Company headquarters provides the personnel to carry out the command, operational, personnel, administrative, mess, and supply activities to support the company. Additional areas of responsibility include the following:

(1) Forming the nucleus of the rear echelon when required in field operations. (Details are given in ch 6.)

(2) Providing essential support, including quarters and mess, to authorized civilian agencies such as the Red Cross, USO, and other nongovernmental agencies.

(3) Executing the rear echelon's portion of the overall rear area security and area damage control plans.

b. The personal and special staff elements of the administration company provide the division-level or separate brigade-level personnel and administrative services that normally are associated with the adjutant general,



* Division only.

** No information, or inspector general sections within administration company of separate airborne and separate light infantry brigades.

Figure 1. Administration company, division/separate brigade.

finance, information, inspector general, and staff judge advocate sections and, in the division, the chaplain section. For example, the adjutant general is custodian of the personnel records and provides postal service in addition to other functions for subordinate units of the parent organization.

c. The replacement detachment, under the supervision of the adjutant general, is capable of receiving and controlling any combination of personnel arriving as individual replacements, returning from the hospital, or departing for rotation or other purposes. The maximum number that may be handled at a given time without augumenting the detachment is 300 individuals in the division and 100 in the separate brigade. In addition, the replacement detachment can control (but not logistically support) any number of replacement TOE units.

8. Limitations

a. Mobility.

(1) Administration companies of divisions and separate brigades have a limited ground mobility necessary for normal administrative purposes, provided by organic vehicles. These companies depend upon the support command or support battalion for additional vehicles for troop movements and unit displacement.

(2) Administration companies of airborne divisions and airborne separate brigades, as well as those of airmobile divisions, are 100 percent air transportable.

b. Other Support.

(1) *Medical.* Unit medical service is provided on an area basis to the division

administration company by the support company of the division medical battalion, and to the separate brigade administration company by the medical company of the support battalion.

(2) *Communications.* Communications support for the administration company is provided by the division signal battalion or by the separate brigade support battalion. The maintenance of communications equipment organic to the administration company is the responsibility of the support command maintenance battalion or the support battalion maintenance company.

(3) *Bath, laundry, and engineer services.* Other support to include bath, laundry, and engineer services, is provided by supporting units.

CHAPTER 3

CONCEPT OF OPERATION AND RELATIONSHIPS

9. Concept of Operation

The administration company operates in a manner similar to a division or separate brigade headquarters and headquarters company and is under the direction of the division support command or brigade support battalion commander. When the rear echelon is constituted, the administration company commander is responsive to the officer in charge (OIC), rear echelon. The administration company commander is the immediate unit commander of the assigned enlisted personnel and has normal command responsibilities. He has no command authority over the commissioned and warrant officer personnel assigned to the various staff sections; however, he is responsible for their quartering, messing, supply support, and tactical training. He does not have control of or responsibility for operations of the staff sections organic to the company or for the technical training of the personnel assigned to these sections. In carrying out his responsibilities and functions, he coordinates with the staff sections on maintenance of equipment and matters that affect their assigned enlisted personnel. Examples of such matters are as follows: discipline, troop training, promotions, and individual personnel actions. Standing operating procedures (SOP) standardize requirements and actions and define areas of responsibility.

10. Relationships

a. Chiefs of special staff sections are supervised, directed, and coordinated by the chief of staff (executive officer). The coordinating staff (unit staff) officers in the division or separate brigade headquarters supervise and coordinate activities of the special staff that fall within the coordinating staff officers' broad areas of responsibility, except those functions that are personally supervised by the commanders.

b. The administration company commander's relationships with the organic special staff sections are similar to the relationships between the commander of a headquarters company of any large unit and other staff offices. The administration company commander has duties and responsibilities dealing with local security of the area, unit and troop movements, morale activities, mess, supply, maintenance, and transportation. When the rear echelon is established, the administration company commander functions as headquarters commandant of the rear echelon and, as such, assumes the duties and responsibilities as outlined in FM 101–5 for a headquarters commandant. In this capacity, he is responsive to the OIC of the rear echelon.

c. The division support command or support battalion commander has tactical control of the administration company but is not responsible for the technical operations of staff sections carried in the administration company. His responsibility normally is limited to control of tactical training and operations, supervision of rear area security and damage control measures, unit level administration, court-martial jurisdiction, and other command functions. He provides required logistical support services to the administration company. While in garrison, enlisted personnel assigned to the administration company should not be subject to detail-type duties other than guard, kitchen police, charge-of-quarters, and similar necessary housekeeping functions. Participation of administration company personnel in parades and mandatory formations is at the discretion of the special staff section chief involved. Re-

sponsibilities of the support command commander are described in FM 54–2.

d. Unless designated otherwise by the division commander or separate brigade commander, the adjutant general is designated the OIC of the rear echelon. As such, he is responsive to the support command or support battalion commander for tactical operations performed by and at the rear echelon. The rear echelon is discussed further in chapter 6.

e. In a moving or other field situation when separated from the division support command or support battalion, the administration company commander is responsive to the OIC of the rear echelon. In garrison, or when otherwise collocated with the division support command or support battalion, he is under the support command or support battalion commander.

CHAPTER 4

ADMINISTRATION COMPANY HEADQUARTERS

Section I. GENERAL

11. Mission and Organization

The administration company headquarters provides the command element and personnel to conduct unit and personnel administration, food service, supply, and organizational motor and weapons maintenance. The organization of company headquarters is shown in figure 2.

12. Concept of Operations

The company headquarters maintains its organizational integrity both in garrison and in the field. In order to minimize disruption and insure continuity of operations when moving from garrison to the field, the company patterns its operations in garrison after those to be conducted in the field.

a. Garrison. In garrison, administration company operations are characterized by short lines of supply, concentration of supported personnel and equipment, adequate communications, improved storage facilities, and shelters designed for staff operations and the housing of troops. In addition, motor vehicles may be pooled with vehicles of other units. The administrative and logistical support of the company and individual and unit training are emphasized. The training of administration company headquarters personnel while in garrison must prepare them to operate under conditions which will exist in the field.

b. Field Operations. The echelonment of division or separate brigade headquarters and the establishment of the rear echelon separated geographically from the main and alternate command posts does not change the functions of the administration company headquarters. The headquarters commandant functions of the administration company commander become a major duty, and the company headquarters, its activities, and personnel shift emphasis to

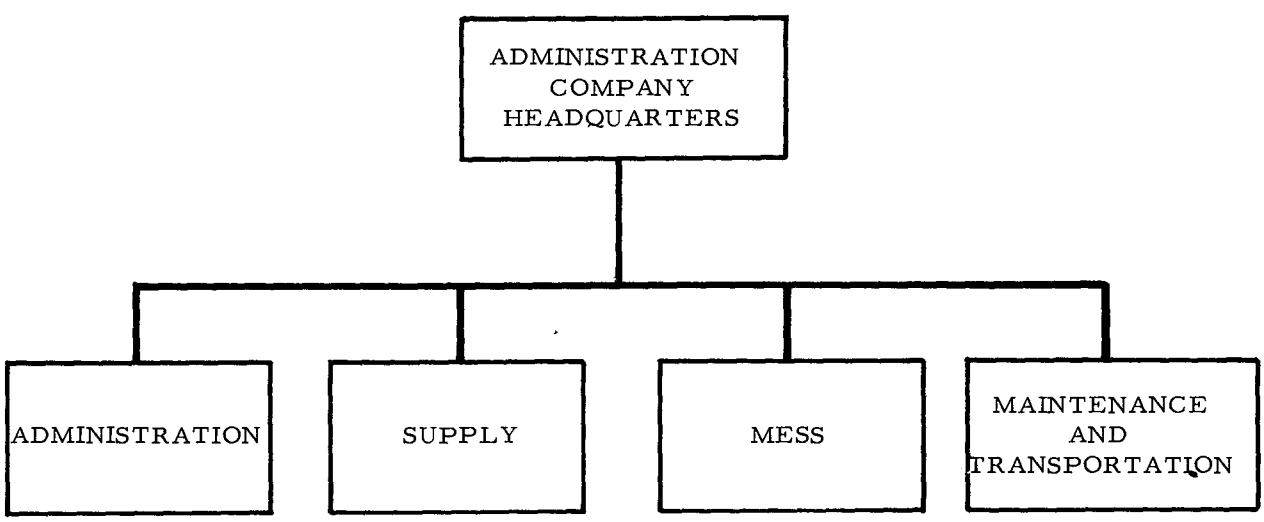


Figure 2. Administration company headquarters.

local security and logistical support. The preparation of latrines, provision of drinking water and mess facilities, and response to increased demand for POL, transportation, and communications are among the tasks requiring increased attention. Execution of plans for defense of his area, local security, and area damage control requires coordination by the administration company commander. He is assisted by the executive officer, the unit first sergeant, and other personnel designated by the OIC of the rear echelon in these and other functions such as reconnoitering route and ground, determining the perimeter, outposts, and fields of fire, supervision damage control teams, and establishing or commanding provisional security forces. Since the only shelter provided personnel of the company by the TOE is the individual shelter-half, houses, public buildings, and utilities are used to supplement the issued shelter within the limitations imposed by tactical security requirements and civil affairs considerations. Arrangements must be made with designated authorities for their requisition, use, and maintenance.

c. Base Camp Operations. In the internal defense and development environment, the support elements of the division or separate brigade generally are collocated in a base camp within a tactical area of responsibility (TAOR). The base camp is a semipermanent installation with a well constructed and integrated defensive perimeter which must be manned at all times. Elements of the division support command or brigade support battalion, including the administration company, may be employed to man the base camp defensive perimeter and to provide a reserve force for counterattack operations within the perimeter. In most respects, the company headquarters functions much as it does in a normal garrison environment.

Section II. RESPONSIBILITIES AND FUNCTIONS

13. Unit Administration

a. Responsibilities.

(1) Individuals arriving in the company should be oriented on personnel and discipline policies as well as on their prospective duties. Personnel whose primary duties are in the special staff sections should fully understand that they have additional responsibilities to the company.

(2) The company commander exercises command authority over the enlisted personnel assigned and attached to the administration company other than individual replacements in the replacement detachment. He is responsible for troop discipline, administers unit punishment, and is the immediate commander exercising jurisdiction for nonjudicial punishment under Article 15, UCMJ. Unless otherwise directed by the division or separate brigade commander, summary and special courts-martial jurisdiction for enlisted personnel of the administration company is exercised by the support command or support battalion commander.

(3) The administration company commander is responsible for personnel administration of his company. He is responsible for taking or initiating personnel actions necessary for efficient management of the assigned enlisted personnel. This includes promotions, reductions, disciplinary actions, leaves, separations, reclassifications, awards and decorations, and reporting of data to higher echelons. If the individual enlisted man is a member of a staff section, the concurrence of the appropriate staff section must be secured for most of these actions.

b. Functions. Unit administration functions remain essentially the same whether the administration company is in garrison or in the field. Such functions are comparable to those of other company-size units throughout the Army, but are magnified by the administration company's greater assigned strength and complicated by the supervisory guidelines and command channel through which it must operate. These functions are performed in accord-

ance with pertinent regulations and directives of higher authorities and include the following:

(1) Provision of mail service.
(2) Files management.
(3) Inspections of personnel, equipment, and billets.
(4) Preparation of routine reports.
(5) Management of company headquarters personnel in such matters as selection for duties, on-the-job training, rotation of duties to increase individual capabilities, and job performance counseling.

14. Training

a. Under the direction of the division support command or brigade support battalion commander, or OIC, rear echelon, the administration company commander is charged with all aspects of general military training exclusive of technical training. General military training is conducted in accordance with ATP 12–11 and command directives. When the location of the administration company permits it, the tactical instruction and training of its personnel in certain subjects may be coordinated and consolidated with that of other units. Each staff section chief is responsible for insuring that his assigned personnel attend the required training.

b. To carry out the training mission, the administration company commander prepares training programs, schedules training periods in coordination with the special staff sections, and details supervisors and instructors. Since instructor personnel are not specifically included within the assigned strength of company headquarters, possible sources within the entire company must be canvassed and the best available personnel selected to accomplish the task. If he desires to detail enlisted personnel from staff sections to instruct, the company commander coordinates the matter with chief of the staff section concerned. Replacement detachment team sergeants may be used as instructors for tactical training subjects.

c. Technical training is conducted by the appropriate staff section. The administration company commander supports staff section technical training by providing classrooms, training areas, and equipment.

15. Logistical Support

The company headquarters is responsible for furnishing logistical support to the elements of the administration company and to attached units and agencies. Supplies and equipment are requisitioned from the appropriate supply unit of the division or separate brigade.

a. Company Supply. The functions of company supply are to—

(1) Requisition, receive, store, issue, and turn in organizational and individual equipment and supplies.
(2) Assure that all equipment authorized by the appropriate TOE and common TDA is on hand and in serviceable condition.
(3) Maintain required records pertaining to equipment and supplies, and assist the commander in maintaining supply economy.

b. Mess. Both the administration company and the replacement detachment have the capability of operating a unit mess. When possible, a consolidated mess is operated in garrison and in the field. The replacement detachment may operate a separate mess when replacements are located at a considerable distance from the administration company area, when large members of replacements must be fed on a continuous basis, or when tactical necessity dictates. After coordination with the administration company commander, the adjutant general makes the decision concerning consolidation or separation. The administration company commander supervises the operation of messes except when the replacement detachment is located at a considerable distance from the company area. In the latter case, the mess is supervised by the replacement detachment commander.

c. Transportation. The administration company's organic vehicles are for immediate operational needs only and are insufficient to provide transportation for displacement. Additional transportation to move the whole company is requested from the division support command or separate brigade support battalion. The TOE for the administration company provides for the assignment of vehicles to company headquarters and to each special staff section

of the administration company. Although company headquarters or the staff section concerned has first priority on use of designated vehicle(s), transportation is pooled to the maximum extent and centrally dispatched from the administration company headquarters motor pool. To provide flexibility, it is essential that the administration company qualify a pool of vehicle operators in each staff section.

d. Maintenance. The administration company commander is responsible for the organizational maintenance of equipment not specifically assigned to and used solely by one staff section; e.g., individual and crew-served weapons. He is also responsible for organizational maintenance of equipment that the sections are not equipped to maintain; e.g., vehicles and typewriters. He insures that maintenance instructions and procedures are complied with throughout the use and life of the equipment in the company.

(1) The company is authorized personnel and tools for the performance of organizational maintenance on wheeled vehicles, power generation equipment, ADP equipment, and weapons. Automatic data processing equipment maintenance personnel are assigned to and work in the administrative machine branch of the personnel services division. The wheeled vehicle mechanics provide the maintenance capability for company vehicles, they may be trained and authorized to maintain the power generation equipment as well. The armorer provides organizational maintenance on company weapons. Higher categories of maintenance are performed by the appropriate maintenance units.

(2) Authorized quantities of spare parts and tools for the company are procured with the initial supply of equipment. Company supply and maintenance personnel maintain these authorized amounts by submitting requests for replacement parts as company stocks are used and usage factors are established.

(3) The company keeps the maintenance records prescribed by appropriate regulations.

e. Communications. The administration company communicates with support command or support battalion, division staff, and higher headquarters by means of telephone, radioteletype, data transceiver, or messenger. The telephone, data transceiver, and teletypewriter circuits normally are tied in with the Army area signal system when the rear echelon is located outside the division or separate brigade zone of operations or through the communications facilities of the division signal battalion when operating in the division or brigade area. Internal communications primarily are by telephone and messenger. Communications support for the administration company is provided by the division signal battalion or by the separate brigade support battalion.

f. Airborne or Airmobile Operations. During airborne or airmobile operations, the administration company normally remains in its rear location and continues to receive communication support from the Army rear signal system. The company normally rejoins the parent unit during the link-up phase.

CHAPTER 5

STAFF SECTIONS

16. General

a. Staff sections have a fixed number of personnel by TOE; however, the organization is not fixed. Internal organization of these sections may change as the mission of the command changes. When this occurs, the chief of the staff section recommends such changes to the commander for his approval.

b. Special staff officers provide the commander and staff with advice and assistance in their technical or special area of expertise. Special staff officers are supervised, directed, and coordinated by the chief of staff assisted by the general staff officers. Functional portions of the overall area of responsibility often fall within the scope of staff responsibility of different general staff officers. To insure that coordination is accomplished, each ACofS is charged with primary responsibility for coordinating those special staff activities which fall within his broader functional area of responsibility. This does not relieve the special staff officer of his responsibility for consultation and coordination with all interested staff officers, nor does it preclude his direct contact with the commander and the chief of staff.

c. Personal staff officers are those officers that the commander personally supervises. They assist the commander directly instead of through the chief of staff. Law and regulations require the commander to personally supervise some of the functional areas. Further, the commander may desire to supervise other functional areas that he considers particularly significant. In such cases, the commander selects specific officers to serve on his personal staff to advise and assist him in the supervision and coordination of these functions. Officers, not sections, so designated report directly to the commander for those specific functions. The remainder of these officers' activities are supervised and coordinated by the coordinating staff. Officers frequently designated as personal staff officers are the information officer, the inspector general, and the staff judge advocate.

17. Adjutant General

The adjutant general serves as a special staff officer to the commander, advising him and other members of his staff concerning plans, policies, and procedures on personnel and administrative support to elements of the division. Specifically he—

a. Recommends to the division assistant chief of staff, G1, or separate brigade S1, allocation of individual and unit replacements and issues their assignment instructions.

b. Operates the general administrative system for the command, to include the headquarters internal administrative procedures, publications and records management, distribution center services, local reproduction, and other staff administrative services. He supervises the publications, distribution, records management, and reports and forms control for the command.

c. Processes and recommends action on personnel matters, to include assignments, appointments, promotions, reductions, utilization, eliminations, separations, resignations, retirements, reenlistments, extensions, transfers, and details.

d. Conducts the decorations and awards program for the command to include administrative processing of recommendations.

e. Replies to inquiries, on matters within his cognizance, from members of congress, civic organizations, private citizens, and other *bona fide* seekers of information.

f. Operates the complete postal service, including dispatch of outgoing mail, delivery

to units of incoming mail, and providing registry, stamp, money order, and directory service.

g. Insures that adequate recreational, morale, and welfare services are available to all troops in the division.

h. Insures that elements of the division that are temporarily detached from it receive personnel and administrative support.

i. Is responsible for reenlistment/career counseling activities to include supervision of programs related to commissioned officer, warrant officer, and enlisted personnel procurement.

j. Becomes OIC of the division or separate brigade rear echelon unless the commander designates otherwise. The OIC is responsible to the division support command or separate brigade support battalion commander for the tactical control, security, and movement of the rear echelon.

k. Performs other applicable adjutant general functions as described in FM 101–5, FM 61–100, FM 54–2, and chapter 6 of this manual. A description of adjutant general responsibilities is given in greater detail in FM 12–2. Organization of the adjutant general section to perform its assigned functions is shown in figure 3.

18. Chaplain

The division chaplain serves as a special staff officer of the commander, advising him and other members of his staff concerning religious matters and furnishing information, estimates, and plans as required within that area of interest. The chaplain is responsible for the performance and/or supervision of those chaplain functions outlined in FM 101–5. The majority of the chaplains authorized the division or separate brigade are assigned to the subordinate units, and normally operate in them. Their collective efforts, however, are coordinated by the division or separate brigade chaplain for maximum flexibility in providing denominational and area religious coverage. More detailed coverage of chaplain responsibilities may be found in FM 16–5. The division chaplain recommends to the commander the organization of the division chaplain section. Elements of the division chaplain's section may be located at both the division main and rear echelons.

19. Finance

The division or separate brigade finance officer is a special staff officer responsible for supervision of the finance functions outlined in FM 101–5. He directs the operations of the

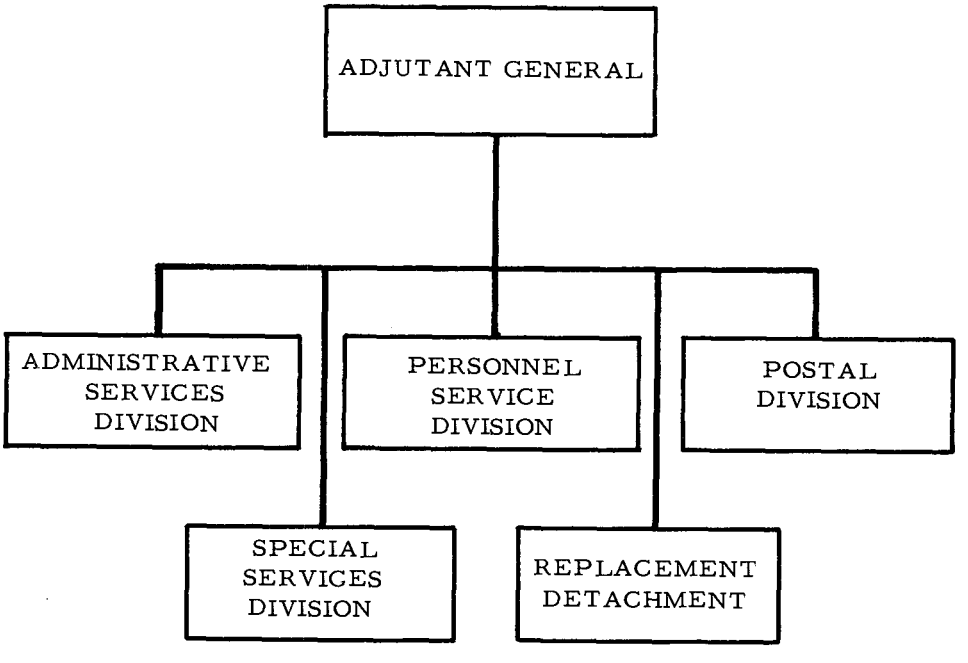
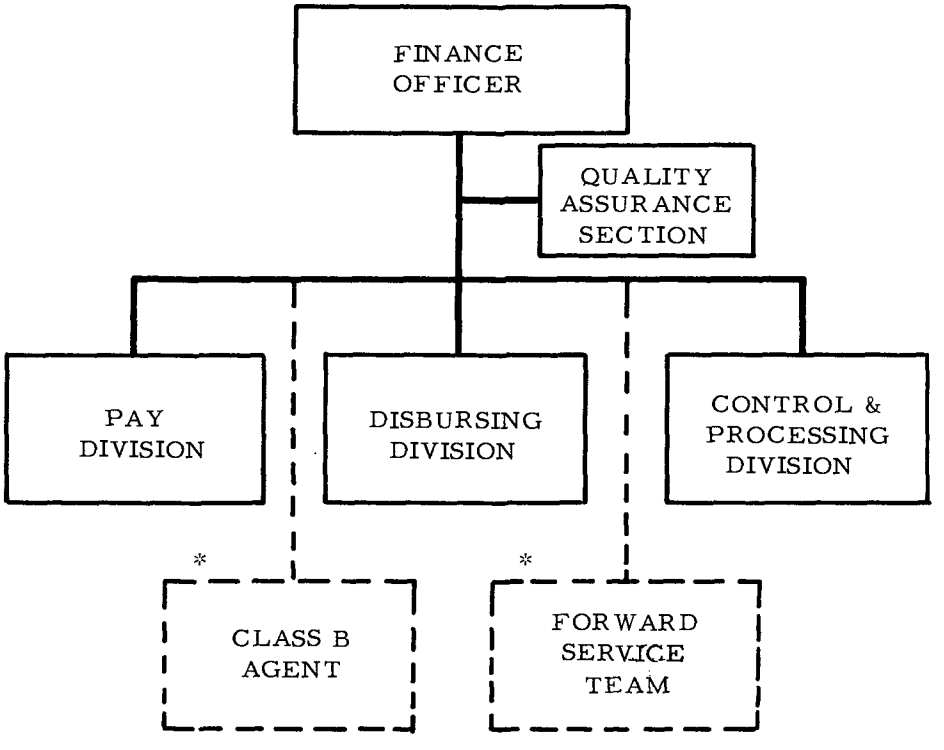


Figure 3. Adjutant general section.

finance section which include making determinations of entitlement and preparing, computing, and paying all pay and allowances due personnel of the division or separate brigade. He also maintains their financial data records folders (FDRF). A description of finance officer responsibilities is given in greater detail in current Army regulations of the 37-series. Units of the command that are operating independently or semi-independently may be provided finance services (less disbursing) by forward service teams or finance/personnel support teams. If disbursing services are required other than on a temporary basis, the finance section must be provided additional personnel from local resources, if available, or must submit a modification TOE in accordance with AR 310–31. The organization of the finance section to perform its assigned functions is shown in figure 4.

20. Information

The division or separate brigade information officer assists and advises the commander in carrying out the public information, command information, and community relations programs of the command. He may be designated a personal staff officer to assist the commander in supervising these information functions which the commander chooses to personally supervise. He has staff supervision for the information officer functions listed in FM 101–5. His responsibilities for the command information program are described in AR 360–81. The division or separate brigade information officer is the point of contact for representatives of news media and, within theater and division/brigade policies coordinates the news-gathering effort. He insures availability of communications, transportation, and other required services. The division or separate brigade information section usually is organized into two divisions as shown in figure 5. The information officer allocates personnel to these divisions to most effectively meet the requirements of varying workloads, areas of command emphasis, and other needs imposed by the tactical situation.



* When required.

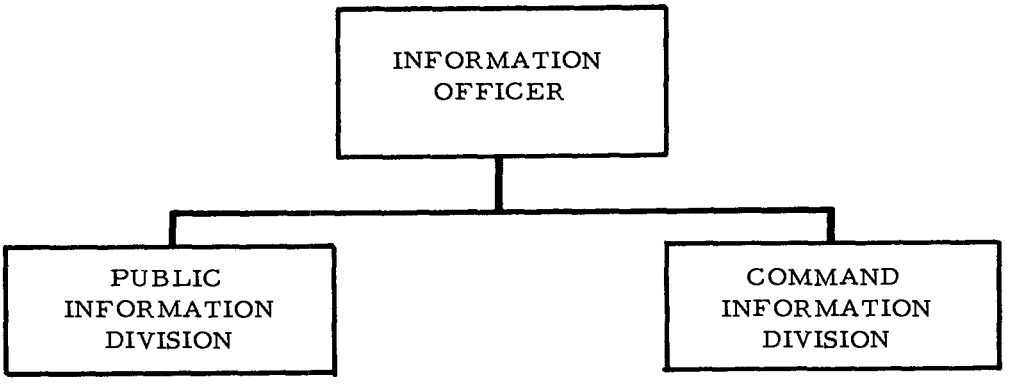
Figure 4. Finance section.

21. Inspector General

The division or separate brigade inspector general is a prime source of information to the commander and his staff in areas such as discipline, morale, safety, training, and maintenance proficiency, and aspects of security. The inspector general provides the facts upon which corrective action can be based. He usually is designated a personal staff officer to assist the commander in supervising those inspector general functoins which the commander chooses to supervise personally. As such, he serves as a confidential assistant to the commander. Responsibilities, policies, and procedures applicable to the inspector general function are covered by AR 20–1, FM 101–5, and TB IG–1 and –4.

22. Staff Judge Advocate

The division or separate brigade staff judge advocate is the legal adviser to that command and furnishes and supervises all legal services within it. He usually is designated as a personal staff officer to assist the commander in these staff judge advocate functions which the commander is required by law to personally supervise. His specific areas of responsibility are outlined in FM 101–5. These include military justice, international affairs, military affairs, claims, and legal assistance. The staff judge advocate recommends to the commander the organization of the staff judge advocate section. The division or separate brigade staff judge advocate exercises technical control and supervision over attached judge advocate teams.



* No information section within administration company of separate airborne and separate light infantry brigades.

Figure 5. Information section.

CHAPTER 6

THE REAR ECHELON

23. Definitions

a. Rear Echelon. The administration company (and other elements as designated), including those division or separate brigade staff elements whose function is to provide personnel and administrative services and whose continuous presence is not required in a forward portion of the division area.

b. Local Security. Steps taken to avoid tactical surprise. Means are provided to insure early warning and reliable information of approaching enemy forces. Security measures include placing security elements on likely avenues of approach. All-around security is essential.

c. Rear Area Security. Measures, other than active air defense, taken to minimize the effects of enemy airborne attack, sabotage action, infiltration, guerrilla action, and psychological or propaganda warfare which constitute threats to units, activities, and installations in the rear areas. Such measures may be taken prior to, during, and subsequent to enemy action.

d. Area Damage Control. Measures taken before, during, and after enemy mass destruction attack or manmade or natural disaster to reduce probability of damage and minimize its effects on combat service support operations.

24. Tactical Considerations

a. The rear echelon is established in tactical commands to—

(1) Permit greater dispersion of personnel and equipment.

(2) Collocate staff agencies and other headquarters personnel performing routine personnel and administrative support not related directly to the control and support of the current operation.

(3) Allow unhindered displacement of command, support, and service echelons and activities without needlessly interrupting personnel and administrative activities.

(4) Reduce unit/troop density in the combat and combat support areas.

b. In an IDD environment or during initial phase of an attack, the administration company and special staff elements normally are collocated with the division support command or separate brigade support battalion headquarters. Under such circumstances, the rear echelon is not operational, and tactical control is a function of the support command or support battalion commander. This location has the advantages of providing more efficient communications, easy access, and improved local security.

c. In the defense or in a moving situation, the rear echelon is established. It may be located in the division or separate brigade or it may be in the FASCOM area. In the latter case, communications and efficiency are improved by locating the rear echelon adjacent to FASCOM direct support units.

d. The location of the rear echelon is determined by the division or separate brigade commander upon the recommendation of the G1 or S1 with advice from the G3/S3, G5/S5, support command/support battalion commander, adjutant general, the signal officer, and the OIC of the rear echelon (when other than the adjutant general).

e. The staff elements and units that normally comprise the division or separate brigade rear echelon are the following:

(1) Administration company headquarters.

(2) Adjutant general section (less the

postal division and adjutant general element at main commond post).

(3) Chaplain section. (Although assigned to the administration company of the division, the chaplain frequently is located at the division main command post.)

(4) Finance section.

(5) Information section. (Although assigned to the administration company, the information officer frequently is located at the division main command post.)

(6) Inspector general section.

(7) Staff judge advocate section.

(8) Rear echelon operations platoon of the signal support operations company of the division signal battalion or comparable element of separate brigade.

(9) Division or separate brigade rest camp (when established).

(10) Bath and clothing unit.

(11) Division or separate brigade press and news media camp (when established).

(12) Red Cross representatives.

(13) Such other units or activities as are prescribed by the division or separate brigade commander.

f. When the rear echelon is established, the OIC organizes for defense of the rear echelon under the tactical control of the support command or support battalion commander, as appropriate. When planning the defense of the rear echelon, the OIC considers the mission, enemy situation, terrain, and troops available. Command rear area security plans establish a framework within which the administration company must operate in accomplishing its mission. SOP that were established in garrison and tested under field conditions are used (app B). Specific factors that must be considered are the following:

(1) Tactical disposition of division or separate brigade maneuver elements.

(2) Attitude of the inhabitants of the area.

(3) The selection of rear echelon sites, including the availability of local facilities that can be converted to military use, positions vacated by friendly forward elements, and suitable but unimproved terrain.

(4) Whether administrative operations are located near enough to frontline elements to insure timely receipt of replacements by gaining units and the maintenance of communication and logistical supply lines.

(5) The requirements for the size and shape of the perimeter, depth of defenses, including the type of fixed weapons emplacements, manning of perimeter, outpost, and alert positions, and preparation of field fortifications and alternate defensive positions suitable to the terrain features present at the rear echelon site and anticipated or potential enemy actions. Perimeter defense is particularly important in an IDD environment because of the continuing threat of attack by insurgent forces.

(6) The requirement that positions manned continuously be kept to the fewest numbers considered adequate. Listening, observation, or outer perimeter guard posts and interior guard stations must, however, be manned on a 24-hour basis.

(7) The requirement that dispersion of rear echelon elements be based on calculated risk consistent with the ability to maintain walking contact and unit functional integrity.

25. Selection of Area for and Layout of Rear Echelon

a. Site Characteristics. The OIC of the rear echelon selects a site within the general area designated by the division G1 or separate brigade S1. The first consideration in locating the rear echelon is ability to perform the mission. Other important considerations are indicated below.

(1) *Adequacy of space.* A major factor in locating an activity as large as a division or separate brigade rear echelon is adequacy of space. The greatest portion of the space will be occupied by the personnel service divi-

sion, replacement detachment, and rest camp (if the latter is established). Each activity within the rear echelon area must be allocated sufficient space for major items of equipment, quartering areas, and passive defense accommodations for personnel. Examples of major items of equipment that require special space and layout considerations are signal vans, power generators, and vans which house the automatic data processing equipment. Quartering areas must be ample to accommodate individual shelter halves for a large number of individuals near their work areas. Space must be allocated also for a motor park large enough to permit proper dispersing of vehicles and an area in which to place the required number of command post, kitchen, wall, and general purpose tents. The replacement detachment must have sufficient space for replacement quartering, and for processing, training, and messing replacements. Throughout, the OIC considers the amount of troop labor required to make the area usable and defendable.

(2) *Concealment.* An important factor in selecting the site of the rear echelon is concealment. There should be trees to afford as much concealment as possible from aerial observation. An area perimeter that is heavily overgrown with vegetation requires careful preparation of fields of fire. While a nonpoisonous growth may be valuable for screening bivouac area from hostile ground observation, it provides cover for infiltration and surprise attack by hostile forces. When it is evident that excessive amounts of time and labor will be required to make an overgrown area usable or that clearing will alter its "natural" appearance, another area should be chosen.

(3) *External accessibility.* The proposed area should be located as near as possible to the main supply route (MSR) with a good feeder route and alternate routes between the site and the MSR.

(4) *Internal accessibility.* There must be a suitable internal road or trail network capable of accommodating five-ton tractors and cargo trucks. It must reach into all segments of the area. The network should have more than one entrance and exit without sharp turns which tie up traffic or at which large trucks must be backed and turned. It should also permit a one-way traffic circulation plan with convenient access to the motor park and dismount point. Even though a one-way traffic plan is enforced, a road or trail should not be subject to complete blocking. The roadways should not require field engineering beyond the capabilities of the rear echelon personnel to provide. Additional consideration should be given to the surface of roads and trails, condition of banks and beds of streams, ditches, or creeks which cross the internal road network and drainage (including danger from flash floods).

(5) *Security and defense capabilities.* In addition to satisfying operational requirements, the position chosen must lend itself to adequate security and be defensible against guerrillas. The area should have the following characteristics: nearby high ground for a radio relay station, appropriate ground for a landing strip for the light planes and helicopters, training areas that are within walking distance, an area where weapons can be "zeroed", suitable locations for bath and water points, and proximity to higher echelon signal facilities to assist or supplement division or separate brigade communications. Locations near installations or facilities which are potential nuclear or nonnuclear air targets should be avoided. Examples are: class III (fuels) or class V (ammunition) dumps or depots.

(6) *Communications.* Communications considerations are extremely im-

portant in the selection of an area to be used as a rear echelon headquarters. Location of the administration company in the vicinity of FASCOM direct support units enhances communications. Communications with division or separate brigade headquarters is maintained through the nearest army area single center.

(7) *Civil affairs aspects.* In addition to operational and security requirements, the impact of the introduction of the rear echelon upon the civilian community in or adjacent to the installation, should be considered. The resultant increase in personnel and congestion of traffic create new problems of discipline and control. Normally, civil affairs considerations are coordinated between the division G1 and G5, or separate brigade S1 and S5, prior to selection of the site.

b. Internal Arrangement. The occupation of a division or separate brigade rear echelon area is speeded by adherence to an SOP that incorporates a fairly fixed layout schematic of the area. The schematic layout in the SOP should indicate for example, the rear echelon elements that will always move off to the right, and those that will always move off to the left as they enter the area to occupy it. This aids the OIC in determining the sequence of serials within the convoy.

(1) *Rear echelon headquarters.* The rear echelon headquarters should be located centrally with access to the internal communications and road nets. The commander of the administration company and the signal officer should be located nearby.

(2) *Staff sections and other elements.* Staff sections and other elements of the company are so arranged that those elements which work together are located near one another but adequately dispersed. Elements that have considerable traffic should be located near entrances to trail and road nets. Messes and replacement processing lines should be located apart from heavy traffic.

(3) *Replacement detachment.* The replacement detachment should be separated far enough from other elements of the rear echelon to insure replacement detachment control, but near enough to insure effective participation in security operations and minimum interference with its assigned functions. The assigned space should accommodate the full number of replacements that the division or separate brigade is capable of handling at one time, but allow for contraction or expansion as the workload requires. The training area may, of necessity, be located outside the detachment area. The replacement detachment area should also allow for loading and unloading of vehicles.

(4) *Dismount point.* The dismount point should be located at the primary entrance and exit where the internal road network meets the feeder route to the MSR. Its location should permit vehicles to be headed in the direction of the visitors' motor park, and should conform with perimeter defense plans. For security, the dismount point may be a sentry post as well as a traffic control point.

(5) *Visitors' motor park.* The visitors' motor park should have enough space for dispersed parking of at least 10 vehicles. It should be close to the dismount point, have good concealment, and have a roadbed capable of sustaining considerable light vehicular traffic.

(6) *Motor pool.* The arrangement of the rear echelon motor pool should permit dispersion of all the organic and casual vehicles, suitably concealed. The ground should be capable of sustaining vehicular traffic of considerable density. The motor pool should be convenient to the internal road net and have sufficient space for shelter and passive defense accommodations for the drivers. When possible, the motor pool should be located near the dismount point to allow for servicing of visiting vehicles and to minimize traffic within the command post area.

c. Final Selection of a Site. After several possible sites have been pinpointed on a map and a hasty air or ground reconnaissance made, the officer in charge of the quartering party visits the areas selected to make a thorough ground reconnaissance and choose an area. The quartering party consists of representatives of each element of the administration company, the rear echelon signal center, and activities and units attached to the rear echelon. Once an area has been selected ground reconnaissance completed, and the features of the area evaluated, the internal sites of the division or separate brigade rear elements are determined and marked with signs, as, for example, "SJA SECTION." The officer in charge has area sketches prepared to show the approximate sites of rear echelon elements, the traffic circulation plan, dismount points, the perimeter guard posts, motor parks, and, if time permits, the proposed defense plan. The sketches should show the locations and directions of fire for crew-served weapons. Figure 6 shows a type schematic layout of division rear echelon. That of a separate brigade is similar but on a reduced scale. Signs showing the code designations of elements and guides may be placed at critical points along the march route. A strip map showing the route of movement should be prepared for use by drivers of vehicles and those in charge of the elements that will occupy the rear echelon site. The spot is selected where the quartering party will meet the convoy serials and guide them into the bivouac area.

26. Movement

a. Frequency of movement and location of the rear echelon is a command decision made on the recommendation of the G1 or S1. The G3/S3, G5/S5, support command/support bat-

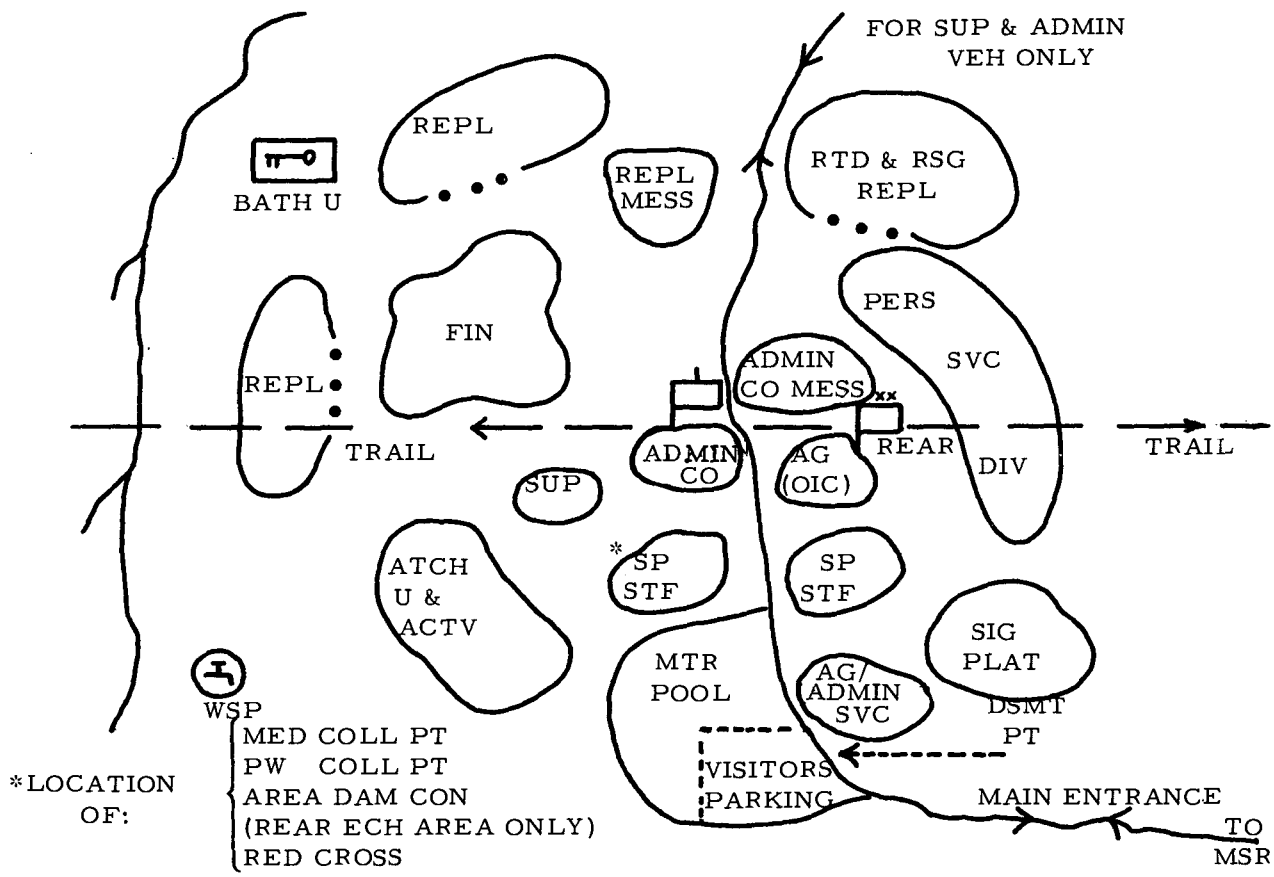


Figure 6. Type schematic layout of division rear echelon.

talion commander, adjutant general, signal officer, and OIC (if not the adjutant general) advise. Moves are made as necessary to insure ability of the rear echelon to support the parent unit, but they are not made with the frequency or priority of units in combat support or direct combat service support. Ability to communicate, forward replacements economically, receive and process personnel who are to rotate, and handle accurately the administration incident to awards and casualty reporting are major factors considered in determining the frequency of movement and location of the rear echelon. Failure to keep the rear echelon closed up with the rest of the division/brigade creates travel, administrative, communication, and morale problems. Additionally, wide separation of the rear echelon from the rest of the division/brigade will result in echelonment of the staff sections normally contained in the rear echelon, thus swelling the numbers of individuals at the main and alternate command posts.

b. Motor marches and convoys are executed according to prepared SOP. Some moves require only an oral order; others may need more extensive and detailed plans and orders to progress smoothly. The administration company commander and each section in the rear echelon maintains movement SOP which includes, as a minimum, the following:

(1) Procedures for procurement of transportation.

(2) Numbers and types of vehicles required to move the company and staff section personnel, equipment, and supplies.

(3) Loading sites, allocation of vehicles, and the assembly of elements into march formation.

(4) Responsibility for route reconnaissance; provision for road guides and guides in the new site.

(5) Provisions for control (formation, speed, march discipline, maintenance, and accident procedures).

(6) Security precautions to be followed during the march and the added precautions and control measures to be taken during darkness.

(7) Personnel and their duties for the closing of the old site.

(8) Final inspection of the old site.

(9) Notification to the main command post, support command or support battalion, signal officer and supporting army signal centers of the date and hour of departure from the old site and arrival at the new site.

c. Chiefs of staff sections and other elements maintain primary and alternate loading plans to facilitate the rapid and orderly loading of personnel and equipment on the transportation furnished.

d. Detailed coverage of preparation of movement plans and SOP is found in FM 61–100, FM 101–10–1, and FM 55–35.

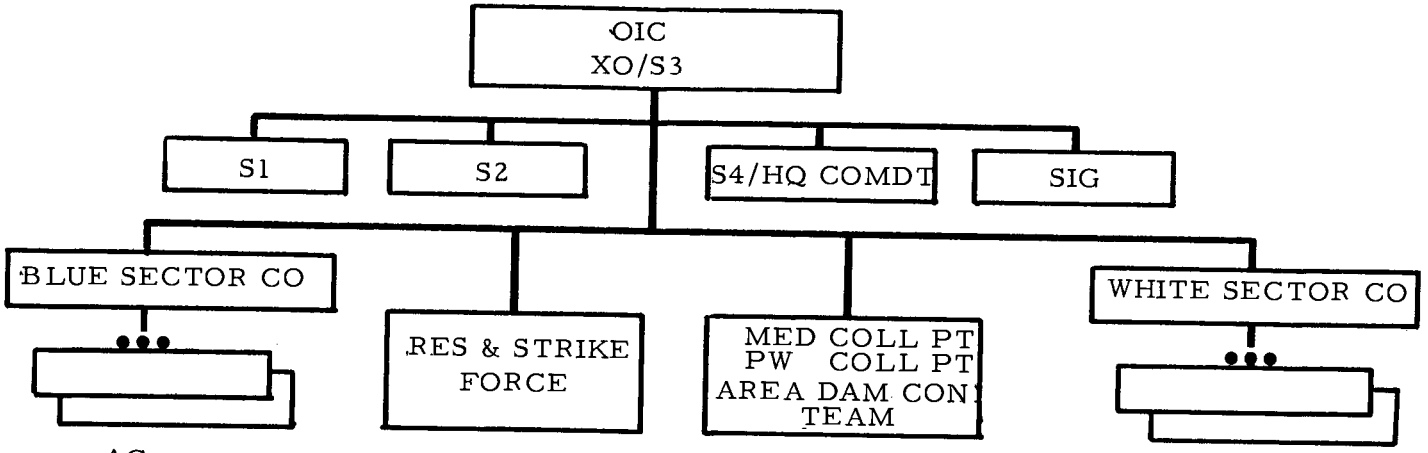
27. Defense

a. Control and Organization.

(1) When the administration company is separated from the support command or support battalion, a senior staff officer (normally the adjutant general) is assigned the additional duty of OIC of the rear echelon. Giving due consideration to position, ability, and training of the individuals selected, the OIC designates a deputy OIC (normally from another staff section), a provisional staff, and commanders of provisional forces for control and execution of movement and defense.

(2) The OIC is given maximum freedom in carrying out this assignment. The commander of the support command or support battalion monitors the plans for and execution of tactical movements and local security of the rear echelon. He does not impose requirements on the OIC or rear echelon that will materially detract from the primary staff assignment of the OIC or the primary missions of staff sections composing the rear echelon.

(3) All personnel present in the rear echelon, whether assigned to the administration company or only satellited on the rear echelon for control or support, are organized by the OIC into a cohesive whole for local security, area damage control, and rear security. The defense organization should



OIC
XO/S3
S1
S2
S4/HQ COMDT

AG
AG-XO*
ASST AG-ADMIN SVC (REAR)*
SP SVC OFF*
CO, ADMIN CO

SIG OFF

MED COLL PT
PW COLL PT
AREA DAM CON TM
(REAR ECH AREA ONLY)

PLAT LDR-REAR ECH
OP PLAT-SIG BN

SJA
IG
INFO OFF
CH

2 SECTORS

BLUE SECTOR-COMMANDED BY C AG-PSD
COMPOSED OF AG-PSD LESS AMB.
WHITE SECTOR - COMMANDED BY ASST IG
COMPOSED OF FIN SEC, ADMIN CO HQ, REMAINDER OF AG & OTHER SP STF SEC, & OTHER ATCH PERS.

RES & STRIKE FORCE - COMMANDED BY CO, REPL DET
COMPOSED OF REPL DET & SIG PLAT.
ABOVE ASSISTED BY SELECTED NCO'S & SPECIALISTS

* These position designations are examples only. Actual incumbents will be as directed by OIC, Rear.

Figure 7. Type provisional organization of rear echelon.

provide for a rear echelon command post and control group and from two to four provisional units. Because of uncertainty as to how many individuals will be available in the rear echelon at any one time, complete flexibility must be provided for in the defense organization. A type provisional organization appears at figure 7.

(*a*) The principal defense plan and organization is based upon the number of persons who are likely to be present all the time and upon the types of probable enemy attacks. Plans for expansion should be evolved from that point. The defense plan should not depend upon a definite number of replacements being available or upon the availability of personnel in the rest camp.

(*b*) Deciding how individuals should be assigned is one of the more difficult tasks for the OIC. For example, permitting personnel regularly assigned to the same unit or section to operate as a tactical team under their own supervisory personnel has advantages in ease of control, confidence, and higher morale of the personnel concerned.

(*c*) Percentagewise, it is difficult to determine how many members are required for local security. Local security must be maintained with the greater number of troops being used at night. For example, 25 percent of the personnel may be committed to local security activities during daylight hours and 50 percent during the hours of darkness with a fraction of these actually awake and on position. These percentages will vary depending upon the number of personnel in the rear echelon and upon the imminence of attack. During actual attack, 100 percent of the personnel will be engaged in defensive operations.

(*d*) The layout of the rear echelon and defense positions should be planned so that personnel need not travel long distances to reach defense positions. Sofar as possible, defense sectors assigned to particular provisional units should be adjacent to work areas.

(*e*) Officers, noncommissioned officers, and individuals are appointed to key positions in each provisional unit based on qualification. Within reason, key positions must be filled by individuals whose abilities are best suited for the job. Additionally, key positions must be filled by persons who normally can be expected to be present in the rear echelon if an attack should occur. In many instances, this may preclude assigning field grade staff officers of the administration company to key defense responsibilities, although their advice and assistance should be solicited.

(*f*) Each provisional unit is provided an equitable distribution of personnel with combat experience or training. Replacements and individuals in the rest camp are combat trained and may be assigned to defensive duties as a reserve or in the part of the overall defense perimeter closest to them. They may also be assigned to augment other provisional units.

b. Considerations.

(1) The OIC evaluates the capabilities of the troops, availability of communications support, and effectiveness of weapons available. He determines whether he has, or will have, replacements available in the replacement detachment and reviews their state of training and arms. He also considers whether troops are available in the division rest camp and considers the combat capabilities of other units or individuals attached or satellited on the rear echelon. His tactical plan includes alternate or contingency plans to provide for the types of probable enemy attacks, for the fluctuating numbers of troops available for tactical employment, and for possible in-

creases or decreases in his area of responsibility.

(2) The primary missions of the elements of the rear echelon are considered. The OIC determines manpower needed to meet local security and any emergency tactical requirements imposed by the local situation and the mission. He organizes the defense so as to place the minimum strain and disruption upon the functional missions of the elements concerned.

(3) If not already in place, wire must be laid and telephones installed at desired locations in the defense perimeters and at outposts. The communications net established for functional and operational purposes must also serve to a great extent for tactical control purposes. Wire is the primary means of communication within the area. In some instances, alternate locations for telephones must be established to serve the tactical purpose when the need arises. The OIC decides how much of the communications capability of the rear echelon operations platoon should be devoted to tactical considerations.

(4) The locale of battle must be considered as well as the enemy's capabilities for carrying out guerrilla actions, dispatching commandos, or delivering troops by air. The defense plan against these threats must be complete. Assistance from the support command or support battalion can be expected only after it has become evident that the rear echelon cannot defend itself with its assigned and attached personnel.

c. Perimeter Defense. Many tangible and intangible factors affect the choice of a particular perimeter defense and the decision to establish it. Overriding all other factors, however, is the requirement that the perimeter defense, as established and manned, permit continued efficiency in the functional operations of the rear echelon.

(1) Following are essential principles of perimeter defense:

(*a*) Perimeter defense is a defense with no exposed flanks. It is characterized by the placement of troops and weapons along the outer boundary of the defense area. Figure 8 depicts a type of basic perimeter.

(*b*) To man its perimeter, the rear echelon must form a provisional tactical organization composed of provisional units (fig. 7). Each of these units is assigned a sector or specific tactical functions and each in turn reassigns portions of its sector or functions to its platoons and squads. Some platoons or squads may be placed on the outer perimeter, and some on outpost duty in the sector. Such an arrangement gives depth to the position, makes control easier, and allows the inner perimeter units to give support to those on the outer perimeter. Another suitable arrangement for a perimeter defense is the assignment of one or more provisional units to the outer perimeter and outpost duty and one or more of the same size to the inner perimeter. This method has the advantage of keeping the provisional units intact rather than dividing their platoons between the outer and inner perimeters. These basic arrangements may be varied as required by the situation.

(*c*) Certain principles regarding distances and frontages must be observed. In open or broken terrain, the outer perimeter should be no closer to the inner perimeter than 150 meters. This prevents the inner perimeter from coming under the same enemy small-arms fire as the outer perimeter. The maximum distance between the inner and outer perimeters should be 450 meters so that inner perimeter fires can lend effective support to the outer perimeter. In open terrain, a rear echelon perimeter of not more than 3,000 meters can be adequately defended; however, in

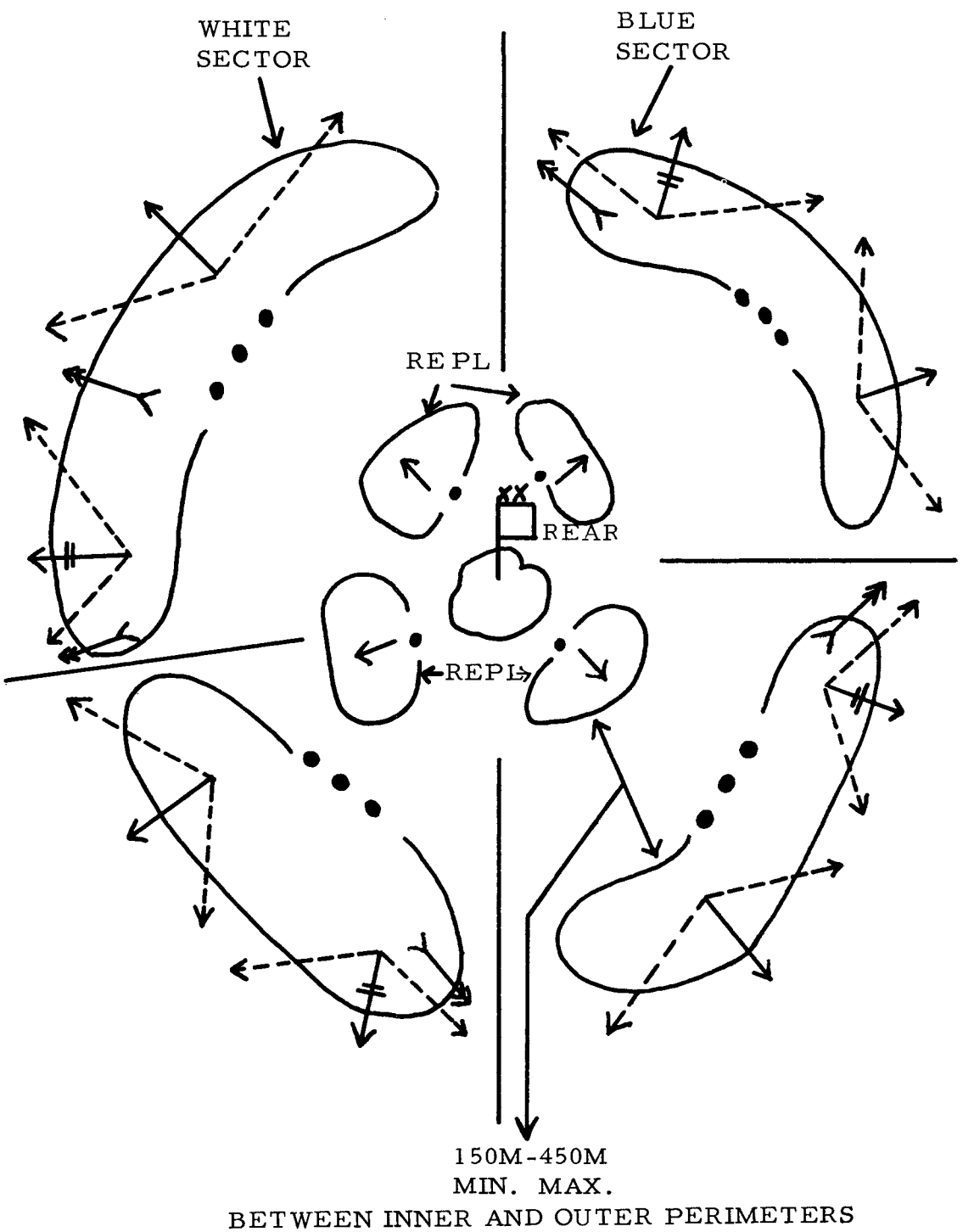


Figure 8. Type perimeter defense of division rear echelon.

close terrain and under conditions of limited visibility, the size of the perimeter should be reduced.

(*d*) The shape of the perimeter will vary according to the terrain. Perimeters in jungle areas will usually

be elliptical to conform to the trail. It is natural that a perimeter on a hill conform to the contour of the hill. Generally, the terrain, best observation, and fields of fire will determine the shapes of perimeters. When possible, the perimeter should be tied to some natural obstacle. This allows the commander to concentrate most of his forces in the direction of the most likely attack. Regardless of how secure a natural obstacle might seem, however, the commander should not be lulled into a false sense of security. The enemy may choose to attack from the most unlikely avenue of approach to gain the advantage of surprise. Therefore, some security force should man the unlikely avenues of approach to insure that all approaches to the perimeter are covered.

(*e*) The administration company has a limited number of organic automatic and crew-served weapons. There is no simple solution or means whereby automatic and crew-served weapons can be issued permanently to a provisional unit or to an individual for day-by-day use. The continual need for automatic weapons on the perimeter requires that some type of weapons-rotation system be devised.

(*f*) Machineguns normally are used on the outer perimeter. Although they are more effective when employed in pairs, it may be necessary to use them singly to achieve interlocking bands or grazing fire around the perimeter. Whether used singly or in pairs, each machinegun is assigned a final protective line and a sector of fire. The number of machineguns available limits their emplacement on the inner perimeter; however, if fields of fire on the outer perimeter are restricted, it may be advantageous to place the guns on the inner perimeter. Machineguns, if placed on the inner perimeter, are given only a principal direction of fire. They may be positioned to fire into gaps between the units on the outer perimeter.

(*g*) The antitank weapons are emplaced to provide antitank protection from enemy armor that might try to penetrate the perimeter. Numerous supplementary positions should be prepared for these launchers to insure flexibility for the antitank defense, and all entry roads should be covered as a minimum requirement.

(*h*) To gain information about the enemy, it is necessary to patrol continuously and aggressively. Using the existing structure of the provisional units, both foot patrols and mounted patrols should be established and assigned sectors of responsibility and reconnaissance duties.

(*i*) Observation posts and listening posts should be established around the entire perimeter to cover the possible avenues of approach. The primary consideration in selecting the site for an observation post is the view it affords; however, other factors such as communications, cover and concealment, and routes to and from the rear echelon tactical command post should also be considered. Observation posts are established at a distance within control (sight and sound) of the outer perimeter in order to be able to give the command early warning of an approaching enemy. These positions are manned by two or more men during the day. Listening posts are used at night or under conditions of reduced visibility to alert the main body of an approach. They are used in greater numbers than observation posts and are positioned to prevent the enemy's unannounced approach to the main battle positions. Listening posts usually are manned by two men and are sited wherever necessary to prevent a surprise approach. They usually are located 100 to 300 meters

beyond the outer perimeter, seldom more than 400 meters, and not so far from the outer perimeter as the observation posts. The actual distance will depend upon the degree of visibility each night. Listening posts are usually recalled at daybreak and manned at evening twilight. Alternate positions should be prepared and used from time to time to counteract possible guerrilla intelligence activities.

(*j*) Mechanical aids should be used, such as wire, boobytraps, trip flares, battlefield illumination, minefields, tripwires, and any other aids which would prevent surprise attacks upon the perimeter.

(*k*) The amount of movement within the perimeter at night depends upon unit training, disposition, and firepower, and the strength and nature of the enemy action. The construction of connecting trenches, consistent with the time available and the danger of enemy attack, will facilitate necessary movement.

(*l*) Perimeter defense is conducted much like other defenses—when the enemy gets within the range of small arms, the outer perimeter weapons begin to fire. If and when he reaches the assault position, final protective line fires are called for. If he succeeds in penetrating the outer perimeter, units on the inner perimeter do everything possible to contain the penetration and the reserve force counterattacks. Counterattack plans must be rather general because there are so many possible routes and directions of attack. Units on the outer perimeter should be withdrawn and used in the counterattack only when there is reasonable certainty that the enemy is not capable of attacking in the area from which the units are withdrawn. When this expedient is used, a security force of at least a squad should remain in the area.

(2) Steps in the organization of personnel for a perimeter defense and conduct of actions are as follows:

(*a*) The first step in establishing a perimeter defense is to make a physical reconnaissance of the area to be defended. The following should considered during this reconnaissance: Is the perimeter defendable by the means available? What are the natural terrain features on which the defense might be anchored? Do fields of fire exist for available weapons? What are the most likely avenues of approach for the enemy's best capability in guerrilla, airborne, and armor operations? How will the terrain affect the shape of the perimeter, the distances between the inner and outer perimeters, or the size of a defendable perimeter? Where are the logical sites for observation posts and listening posts? What are the areas of responsibility for foot patrol or mounted patrol activity?

(*b*) After a reconnaissance has been made, the next step is to prepare an overlay of the actual perimeter to be defended based on an evaluation of the terrain observed during the reconnaissance. Next, observation posts and listening posts must be spotted on the overlay along the most likely routes of enemy advance to provide for adequate warning of an attack from any quarter. Terrain between observation posts and listening posts should be covered by patrols at dusk, dawn, and during periods of poor visibility. Patrols should cover assigned areas at different times by different routes to avoid ambush. Perimeter guards must be established as the last possible warning of attack. They should be posted at intervals along the perimeter where they can see or detect aggressor activity. Distances between guard posts may be greater during the day and less

at night, depending upon whether or not the terrain is open.

(*c*) The next step in preparing a perimeter defense is locating on the overlay the positions and sectors of fire of machineguns and rocket launchers and their fields of fire. Finally, protective or defensive minefields, mechanical aids, and obstacles should be accurately recorded on the overlay.

(*d*) The overlay provides an excellent means for checking the completeness of the defense plan. As soon as the plan is adopted, realistic training must be conducted to insure that all personnel can function effectively under the plan.

(*e*) Continuous effort should be made to improve the perimeter defense once it has been established. This can be done by taking such measures as constructing dummy and alternate emplacements, burying or sandbagging wire lines, and recording the exact location of minefields.

(*f*) There are many other safeguards not necessarily part of perimeter defense, yet closely related to it. The primary missions of the technical and administrative units must be kept in mind and must not be abandoned to take up defensive positions at every rumor of guerrilla and infiltrator activity in the vicinity. The OIC, however, must be kept informed of known or suspected enemy activity in the surrounding area.

d. Employment of Non-Air Defense Weapons Against Aircraft. The ever-present low altitude air threat to any of unit in a combat zone may be partially countered by large volumes of fire from non-air defense weapons. Small arms and automatic weapons when used in this manner can destroy both high and low speed aircraft or disrupt their attacks.

(1) Commanders must insure the readiness of individual soldiers under their command to participate in such action by establishing detailed SOP for identification and engagement of hostile aircraft. These procedures are to include the rules of engagement, the exercise of controls, and the following: how identification is accomplished, which personnel are to fire, and what firing techniques are used.

(2) In the absence of orders to the contrary, individual weapons operators are required to engage attacking aircraft. However, such action is not required when they are prejudicial to accomplishment of the unit's primary mission. All hostile aircraft other than attacking aircraft are engaged on orders issued through the unit chain of command, and unit leaders supervise the engagement. Hostile aircraft are defined as all aircraft performing operations such as forward air control, reconnaissance, surveillance, or dropping or landing troops.

(3) Low speed aircraft such as helicopters and liaison, reconnaissance, and observation fixed wing propeller aircraft should be engaged with aimed fire, employing the maximum weapon rate of fire. High speed aircraft such as jet fixed wing aircraft and propeller aircraft, other than those indicated above as low speed aircraft, should be engaged with maximum fire aimed well in front of the aircraft and above its flightpath in order to force it to fly through a pattern of fire. The latter technique requires some degree of aimed fire but does not call for careful estimation of aircraft speed and required lead. Units should employ a massed-fire technique when using small arms and automatic weapons in an air defense role. Automatic weapons should utilize the highest practical proportion of tracer ammunition to enhance the deterrent or disruptive effect.

(4) A situation may arise wherein the exercise of the right of self-defense should be temporarily suppressed. This circumstance arises when a local

decision is made that it is necessary to avoid disclosing positions or to conserve ammunition. Notice of such restriction is disseminated through command channels. Another situation may arise wherein freer use of non-air defense weapons against aircraft should be encouraged. The latter case should be based on a theater-level decision. In any case, indiscriminate use of non-air defense weapons must be prevented because it endangers friendly aircraft and troops, wastes ammunition, and reveals the location of firing positions.

e. Physical Security. The defense plan should provide for the physical security of personnel and equipment by dispersion, occupation of shelters or trenches, and other means.

(1) The OIC of the rear echelon must decide the balance required between dispersion and control and between protection and operational and defensive readiness. This balance may include a calculated risk in order that the mission can be accomplished.

(2) Protective means include foxholes for individuals, emplacement for weapons, revetments and cuts for vehicles and other equipment, light cut and cover shelters for the command post and communications equipment, and field shelters for protection against chemical, biological, and nuclear attack, including fallout. The terrain in the area may contain natural geographic features such as caves, steep hills, or cuts, and man-made structures such as local defense air raid shelters, mines, tunnels, and other underground installations which can be used to protect supplies and personnel from nuclear weapon, heavy artillery, or mass bombing attack. For detailed information pertaining to field shelters for protection against chemical, biological, and nuclear attack, including fallout, see FM 21–40, TM 3–221, and TM 5–311. The rear echelon is dependent on the commander of the support command or support battalion or nearby units for notice that fallout can be expected.

28. Rear Area Security

a. In the combat zone, rear area security is a function of territorial control. Rear area security operations differ from area damage control in that the former is essentially an operational matter oriented mainly on enemy forces or actively hostile elements of some type. The purpose of rear area security is to prevent hostile forces from overtly or covertly disrupting, diverting, or destroying friendly units and installations. A major effort of rear area security may be the finding and destroying of enemy forces operating in friendly rear areas. As a minimum, rear area security includes local security of units and installations. Enemy operations and threats that endanger a command as a whole become operational matters and are beyond the scope of rear area security operations.

b. Since rear area security is a part of territorial control, it becomes the responsibility of the commanders charged with territorial responsibility. In the event that the rear echelon is located outside the division/brigade area, it is responsive to the control of the commander of the territory in which located.

c. In the division, the rear area extends from the division rear boundary forward to the area of responsibility of the committed combat units of the division. The division G3 has general staff supervision for rear area security and coordinates the assignment of definite responsibilities to major subordinate commanders. Security of that part of the rear area in which the combat service support units and installations are located is the responsibility of the support command or support battalion commander. The rear area security system is based on local security provided by each unit and installation, along with assistance to the overall rear area security mission. The rear echelon as such is capable of defending its own area but is incapable of participating in any active manner in the overall area security mission. Since the support command area would normally be divided into manageable segments which would include several units and installa-

tions, the division or separate brigade rear echelon OIC will establish appropriate liaison and cooperate with adjacent units as directed by the support command or support battalion commander.

29. Area Damage Control

a. Area damage control, like rear security, is a territorial control function in the combat zone. It consists of actions taken to avoid or minimize the effects of highly destructive enemy attack or natural disaster on combat service support operations. Area damage control is oriented on units, installations, activities, road systems, and other things subject to physical damage.

b. Commanders charged with territorial control have the responsibility for area damage control. The support command or support battalion commander is responsible for the detailed planning and execution of area damage control for combat service support units, installations, and road systems located in the division/brigade rear area. The support command or support battalion area damage control plan must conform to the overall plan of the division or separate brigade. The G4 or S4 has staff supervision over area damage control operations.

c. In all echelons of command, area commanders divide their areas into manageable subareas. These subareas do not necessarily coincide with those established for rear area security purposes. Area damage control subareas tend to be oriented on installations while rear area security subareas tend to be oriented on troop units and terrain. Because of these considerations, the subordinate commander designated as an area damage control subarea controller is not also necessarily designated as a rear area security subarea commander. Each unit is responsible for its own area damage control within its capabilities. Units will also contribute to the plan for their subarea by establishing liaison and by cooperating with adjacent units. Appropriate warning systems are established and SOP are developed and tested. Units at all levels throughout the area furnish control and assessment teams and damage control teams within their capabilities. The division or separate brigade administration company is one of the combat service support units which provides for its own area damage control as well as providing limited assistance in the subarea damage control plan.

d. In event of attack or other disaster, the objective is to resume operations. This includes maintaining or restoring control, treatment and evacuation of casualties, isolating danger areas, and firefighting and decontamination. The planning, training, practice alerts, dispersion, and other actions taken in advance to prevent damage and establish readiness for dealing with attacks or disasters are of primary importance in area damage control operations.

e. Further details on rear area security and area damage control are contained in FM 54–2, FM 61–100, FM 100–5, and FM 100–10.

30. Applicable STANAG

The material presented in this chapter agrees with applicable portions of STANAG–2079 (SOLOG–48R)—Rear Area Security and Rear Area Damage Control.

APPENDIX A

REFERENCES

1. Army Regulations (AR)

20–1	Inspector General Activities and Procedures.
27–16	Report of Nonjudicial Punishments and Summary and Special Court-Martial Cases.
27–19	Administrative and Affirmative Claims Reports.
37-Series	Financial Administration.
37–101	Organization and Functions of Finance and Accounting Offices.
40–207	Individual Sick Slip.
65-Series	Postal Service.
165–20	Duties of Chaplains and Commanders' Responsibilities.
220–45	Duty Rosters.
310–31	Organization and Equipment Authorization Tables of Organization and Equipment
320–5	Dictionary of United States Army Terms.
320–50	Authorized Abbreviations and Brevity Codes.
335–60	Morning Reports.
340–15	Correspondence.
341–10	Official Mail.
350–1	Army Training.
360–61	Community Relations.
360–81	Command Information Program—General Provisions.
380–5	Safeguarding Defense Information.
600–10	The Army Casualty System.
600–16	Personnel Service Division; Organization and Procedures.
600–17	The Division Personnel Support System; Organization and Procedures.
608–50	Legal Assistance.
735–11	Accounting for Lost, Damaged, and Destroyed Property.
735–35	Supply Procedures for TOE and TDA Units or Activities.

2. DA Pamphlet (DA Pam)

750–1	Preventive Maintenance Guide for Commanders.

3. Field Manuals (FM)

7–11	Rifle Company, Infantry, Airborne, and Mechanized.
7–15	Rifle Platoons and Squads, Infantry, Airborne, and Mechanized.
7–20	Infantry, Airborne Infantry, and Mechanized Infantry Battalions.
8–15	Division Medical Service, Infantry, Airborne, Mechanized, and Armored Divisions.
9–6	Ammunition Service in the Theater of Operations.
9–30	Maintenance Battalion, Division Support Command.
10–50	Supply and Transport Battalion, Division Support Command.

11–50	Signal Battalion, Armored, Infantry, and Infantry (Mechanized) Divisions.
11–57	Signal Battalion, Airborne Division.
12–2	Adjutant General Operations in the Field Army.
14–1	Finance Service in the Field Army.
16–5	The Chaplain.
19–1	Military Police Support, Army Divisions and Separate Brigades.
19–25	Military Police Traffic Control.
19–40	Enemy Prisoners of War and Civilian Internees.
21–5	Military Training Management.
21–6	Techniques of Military Instruction.
21–18	Foot Marches.
21–26	Map Reading.
21–30	Military Symbols.
21–40	Chemical, Biological, and Nuclear Defense.
21–41	Soldier's Handbook for Defense Against Chemical and Biological Operations and Nuclear Warfare.
21–75	Combat Training of the Individual Soldier and Patrolling.
23–8	U.S. Rifle 7.62-mm, M14 and M14E2.
23–67	Machine Gun 7.62-mm, M60.
24–16	Signal Orders, Records, and Reports.
26–5	Interior Guard.
29–22	Maintenance Operations in the Field Army.
30–5	Combat Intelligence.
30–10	Terrain Intelligence.
(C) 30–15	Intelligence Interrogation (U).
31–10	Barriers and Denial Operations.
31–16	Counterguerrilla Operations.
31–22	U.S. Army Counterinsurgency Forces.
(C) 31–40	Tactical Cover and Deception (U).
41–5	Joint Manual for Civil Affairs.
41–10	Civil Affairs Operations.
54–2	The Division Support Command.
55–35	Motor Transport Operations and Motor Transport Units.
61–100	The Division.
100–5	Field Service Regulations; Operations.
100–10	Field Service Regulations; Administration.
101–5	Staff Officers' Field Manual; Staff Organization and Procedure.
101–10-Series	Staff Officers' Field Manual; Organizational, Technical and Logistical Data.

4. Tables of Organization and Equipment (TOE)

12–37	Administration Company, Support Command Armored Division or Administration Company, Support Command Infantry Division or Administration Company, Support Command Infantry Division (Mechanized).
12–77	Administration Company Support Command, Airmobile Division.
12–157	Administration Company Support Command, Airborne Division.
12–167	Administration Company, Separate Airborne Brigade.
12–177	Administration Company, Separate Armored Brigade or Administration Company, Separate Infantry Brigade or Administration Company, Sep-

arate Infantry Brigade (Mechanized).

12–197 Administration Company, Separate Light Infantry Brigade.

5. Technical Bulletins (TB)

IG–1 and –4 Inspector General Guidance Material.

6. Technical Manuals (TM)

3–221 Field CBR Collective Protection.

5–311 Military Protective Construction (Nuclear Warfare and Chemical and Biological Operations).

APPENDIX B

SAMPLE DIVISION REAR ECHELON

STANDING FIELD OPERATING PROCEDURE

Headquarters

Location

Date

I. GENERAL

A. Purpose. This SOP sets forth normal field procedures for all elements attached to Division Rear Echelon.

B. Organization.

1. Composition of Division Rear Echelon. See Annex A.

2. Organization for Defense. See Annex B.

3. All personnel are responsive to the OIC, Division Rear Echelon for movement, security, defense, logistic support, and tactical control. Other command authority remains with parent unit commander.

II. COORDINATION OF TACTICAL OPERATIONS

A. Command and Control.

1. Command Posts.

a. AG is OIC. CP is AG tent.

b. Provisional sector and platoon commanders established tactical CPs. Report initial location and changes to rear CP.

c. Composition of Provisional Div Rear Echelon Headquarters and duties of members. See Annex C.

d. Succession of Command. If AG is disabled, duties of OIC pass in order of seniority to next field grade officer assigned to AG Section; if none present, then to next senior officer of any Division Rear Echelon Staff Section present. Chaplains and Medical Officers ineligible.

2. Liaison and Coordination.

a. Provisional Platooons send runner to Rear CP upon sounding of alert.

b. Coordination on perimeter from left to right.

3. Signal Communications. See Annex D.

B. Intelligence.

1. PW.

a. S2 operates Collecting Point vic Company CP. Draws guards from SJA and IG Sections and AG–SP Svc Division.

b. Capturing elements tag PW indicating time, date, place, and circumstances of capture.

c. Capturing personnel will search PW immediately for weapons, documents. Documents will be clearly identified and retained in possession of PW escort for delivery with PW to interrogation point.

d. Capturing elements segregate PW into groups, i.e.: officers, NCOs, privates, civilians. Hqs Commandant maintains separate facilities for each PW category.

e. No fraternization. No provisions or comfort items (food, drink, tobacco) except those necessary for sustenance of life until interrogated.

f. No interrogation by capturing element. S2 conducts interrogation at collecting point.

g. S2 coordinates evacuation of PW to higher headquarters per Division SOP.

2. Maps.

a. Provisional Platoons draw one set on order from S2.

b. S2 insure adequate supply of maps.

3. Ground Reconnaissance.

a. Outside perimeter on order only.

b. S2 makes terrain analysis in each new area.

4. Air Reconnaissance.

Normally not available. OIC, Div Rear Echelon retains authority to request as required, based on recommendations of S2.

C. Procedures.

1. Fire Support Coordination.

a. Long range artillery and air requested by S3.

b. Light machineguns and rocket launchers alocated in initial defense order.

c. Range cards prepared for each crew served weapon.

d. Air Defense. Passive. Maximum concealment, camouflage, and light discipline.

2. Coordination tactical operations with administrative procedures.

a. Administrative mission primary until defense alert sounds. Defense mission then assumes precedence.

b. Quartering party establishes roadblocks on all roads in each new area during establishment of bivouac. Relieved on order OIC, Division Rear Echelon.

c. All generators other than those used in support of communications will be prevented from operating during alerts or attacks.

d. Work priorities during establishment of camp. See Annex E.

D. Techniques.

1. Operations Plans/Order will be issued covering defense plan in each new area. Distribution to Provisional Sector and Commanders Platoon and Provisional Staff.

2. Operations Plans/Order will be issued for each tactical move. Distribution to Provisional Sector and Commanders Platoon and Provisional Staff.

3. Each Provisional Staff Section maintains journal.
4. Reports. See Annex F.
5. Miscellaneous. See Annex G.

E. Special Considerations.

1. Observation and listening Posts.

Provisional Platoons establish approximately 100 meters from perimeter. Location changed to meet day/night conditions. Reliefs for perimeter guards will sleep on perimeter.

2. Indigenous personnel (except PW) not permitted within perimeter.
3. CBR. See Annex H, to be issued.

a. Protective mask to be on person or within immediate reach at all times.

b. Headquarters Commandant responsible for decontamination activities.

4. Mobility.

a. Tactical motor movement be as prescribed by OIC, Rear Echelon.
b. Administrative motor movement—Company SOP.
c. Other movements (rail, water, and air) to be as prescribed by OIC Division Rear Echelon.

5. Rear Area Security.

a. Division Rear Echelon functions as an element of Division Support Command for Rear Area Security.

b. Antiairborne and antiguerrilla teams formed on order.

6. Rear Area Damage Control.

Rear Area Damage Control Teams formed on order. S4 coordinates.

III. COORDINATION OF ADMINISTRATIVE SUPPORT OPERATIONS

A. Procedures.

S1, S2, S3, S4, and Headquarters Commandant are Primary Staff Officers.

B. Detailed considerations.

1. Logistics.

a. Materiel and services.

(1) Supply.

(a) Class I: Hqs Commandant furnishes "A", "B", or combat rations as available. Emergency rations consumed on order only.

(b) Class II: Requisition from Hqs Commandant as required.
(c) Class III: Draw from Company POL point (established by Hqs Commandant).

(d) Class IV: Pick up vic Company POL point (established by Hqs Commandant).

(e) Class V:

(1) All ammunition stored at Company ASP (established by Hqs Commandant).

(2) Pick up ammunition from Company ASP on order.

(2) Transportation.

(a) Motor.

(1) Under control of OIC Division Rear Echelon.

(2) Requests for transportation routed to Hqs Cmdt.

(3) All vehicles leaving Division Rear Echelon clear with Hqs Commandant one hour in advance (for purpose of consolidating trips).

(b) Air.

Requests for air transportation routed to XO, Rear Echelon.

2. Medical.

a. Medical evacuation and hospitalization by supporting unit.

b. Medical collecting point established by supporting medical unit. SJA provides litter bearers and supplements such medical personnel as are provided.

c. In event supporting medical unit unable to provide normal support, SJA will man Medical Collecting Point.

3. Personnel.

a. Reports. See Annex F.

b. Personnel Management.

(1) Military Personnel. Current Department of the Army Procedures.

(2) Prisoners of War. See paragraph IIB1.

c. Morale.

(1) Leaves and passes. Division SOP.

(2) Decorations and awards. Division SOP.

(3) Mail.

(a) Hqs Commandant will conduct mail call daily.

(b) S1 is Postal Officer for Division Rear Echelon. Mail Drop at S1 tent. S1 delivers outgoing mail to APO once daily.

(4) PX supplies. S1 coordinates with SSO for periodic visits of mobile PX. Schedule published in Daily Bulletin.

(5) Pay. Division SOP.

(6) Religious services. S1 coordinate services with Division Support Command Chaplain and publish schedules in Daily Bulletin.

(7) Special Services. S1 coordinate with SSO and publish schedules in Daily Bulletin.

d. Graves Registration Service.

(1) Hqs Commandant operates collecting point. Evacuation to nearest Graves Registration collecting point by most expeditious means.

(2) Isolated and mass casualty burials only on order of OIC, Division Rear Echelon, under emergency conditions when evacuation is not possible and contact with higher headquarters lost (para 21, AR 638–30 applies). Headquarters Commandant collects personal effects and renders all required reports, including casualty, strength accounting, and burial information.

(3) Enemy dead will be moved from defense area as soon as search has been completed.

e. Discipline, law, and order.

(1) At each new field location, area outside of perimeter of defense, except that required for local security positions, is off limits until limits prescribed. Necessary logistic and messenger runs will clear through Headquarters Commandant.

(2) Standard uniform in Division Rear Echelon is field uniform with steel helmet, protective mask, and individual weapon.

(3) Stragglers reported to S1.

(4) Disciplinary cases reported to Hqs Commandant. Cases requiring court-martial action reported to OIC Division Rear Echelon for information.

4. Civil Affairs.

a. Division Field SOP.

b. Report maneuver damage or combat damage to indigenous properties immediately to S4.

5. Area Damage Control.

a. S4 coordinates.

b. For damage outside rear echelon perimeter, Hqs Commandant appoints area damage control teams by SOP. Teams dispatched on order OIC Division Rear Echelon.

c. For damage inside perimeter during alert or tactical operating, SJA/IG/INFO/CHAP personnel control.

d. Division Field SOP.

DENNIS
Commanding

Annexes:

H. Composition of Div Rear Echelon
B. Organization for Defense
C. Composition of Provisional Div Rear Echelon Hqs and Duties of Members
D. Signal (To be issued)
Appendix I—Field Telephone Directory
E. Work Priorities (To be issued)
F. Reports
G. Miscellaneous
H. CBR (To be issued).

DISTRIBUTION:

OFFICIAL:

QUINN

G3

COMPOSITION OF DIVISION REAR ECHELON

1. Admin Company Headquarters
2. Adjutant General Section (–)
3. Division Chaplain Section (when operating from rear echelon)
4. Division Finance Section
5. Division Inspector General Section
6. Division Information Section (when operating from rear echelon)
7. Division Staff Judge Advocate Section
8. Division Replacement Section
9. Rear Echelon Operations Platoon of the Signal Support Operations Company
10. Bath and Clothing Unit (when available)
11. Division Rest Camp (when established)
12. Red Cross
13. Other units or activities when directed by Commanding General

Annex A (Composition of Division Rear Echelon) to Division Rear Echelon Field SOP.

ORGANIZATION FOR DEFENSE
DIVISION REAR ECHELON

1. Sector Commanders
   a. Blue: C–PSD*
   b. White: Asst IG*
2. Provisional Platoons
   a. Platoon Alpha: AG–PSD (–) *
   b. Platoon Bravo: AG–PSD (–) *
   c. Platoon Charley: FIN*
   d. Platoon Delta: Admin Co: AG–ASD; Signal Platoon; Bath Unit; drivers for all assigned and attached vehicles.
   e. Platoon Echo (Reserve): Replacement Section (to include transients), other staff section personnel.

*These position designations are examples only. Actual incumbents will be as directed by OIC, Division Rear Echelon.

3. Provisional Platoon Leaders. When present in field the below listed officers will command platoons indicated. Alternates will be designated by OIC Rear Echelon whenever one of the primary officers is absent.

   a. Platoon Alpha. ___(Name)___
   b. Platoon Bravo. ___(Name)___
   c. Platoon Charley. ___(Name)___
   d. Platoon Delta. ___(Name)___
   e. Platoon Echo. ___(Name)___

4. Medical Collecting Point: Normally established by supporting medical unit with SJA to provide litter bearers and otherwise supplementing medical personnel. If medical unit is unable to provide normal support, SJA mans medical collecting point.

5. Provisional Headquarters (Div Rear Echelon): See Annex C.

6. This organization applies whenever all elements are present in field. Modifications as prescribed by OIC Div Rear Echelon when fewer elements are present or additional elements are attached.

Annex B (Organization for Defense) to Division Rear Echelon Field SOP.

COMPOSITION OF PROVISIONAL HEADQUARTERS DIVISION REAR ECHELON AND DUTIES OF PROVISIONAL STAFF MEMBERS

1. Upon alert or initiation of readiness test, CPX, or FTX, the provisional headquarters for Div Rear Echelon is activated. Provisional Headquarters will consist of:

TITLE OF POSITION	PRIMARY	ALTERNATE
OIC Div Rear Echelon	AG	1. Next senior field grade AGC officer present. 2. Next senior field grade officer present (less Chaplains and Medical Officers).
XO/S3	AG XO*	
S1	Asst AG–ASD (Rear)*	
S2	SP SVC O*	
S4/Hqs Comdt	C.O., Admin Co	
Asst Hq Commandant	Designated	
Signal Officer	Plat Leader-Sig Bn	

*These position designations are examples only. Actual incumbents will be as directed by OIC, Division Rear Echelon.

2. Provisional Staff Officers familiarize themselves with staff responsibilities for positions as indicated in FM 101–5. Following specific duties furnished for guidance.

a. OIC.

Responsible for all operations related to tactical operations, movement, security, defense, and logistic support for Division Rear Echelon. Command authority does not extend to other areas, i.e.: nonjudicial punishment, courts-martial jurisdiction, technical duties, etc.

b. XO/S3.

(1) Coordinates activities of Provisional Staff.

(2) Coordinates daily briefings.

(3) Maintains liaison with Main CP and Division Support Command.

(4) Maintains operations map.

(5) Prepares Operations Plan/Order for defense in each area.

(6) Prepares March Order for tactical marches.

Annex C (Composition of Provisional Div Rear Echelon Hqs and Duties of Members) to Division Rear Echelon Field SOP.

(7) First priority in each new area is establishment of defense perimeter.

(8) Allocates available crew-served weapons in initial Defense Order in each location.

(9) Recommends changes to SOP organization for defense as appropriate.

(10) Coordinate activities of Signal Officer.

(11) Plans for and coordinates Rear Area security with Div Support Command. Designates antiairborne and antiguerrilla teams when required.

(12) Maintains liaison with Main CP and Div Support Command reference current tactical sit.

(13) Other duties as directed by OIC.

c. S1.

(1) Collects personnel strength information daily. Maintains current strength figures.

(2) Prepares and submits personnel reports to Main CP per Division SOP.

(3) Postal Officer for Div Rear Echelon.

(4) Publishes Div Rear Echelon Daily Bulletin.

(5) Details officers and warrant officers to interior guard. Lts and warrant officers eligible. Publish in Daily Bulletin.

(6) Details Div Rear Echelon elements to provide EM for guard. Publish in Daily Bulletin.

(7) Receives Station List (5 copies) daily from Main. Distribution: OIC 1, S3 1, Repl Sec 1, APO 1, File 1.

(8) Coordinates Special Service support for Div Rear Echelon.

(9) Recommends policy on leaves and passes for Div Rear Echelon personnel.

(10) Schedules utilization of bath unit. Schedule announced in DB.

(11) Coordinates means of transmission of messages with Signal Officer.

(12) Top Secret Control Officer for Div Rear Echelon.

(13) Other duties as directed.

d. S2.

(1) Insures adequate supply of maps for Div Rear Echelon.

(2) Staff supervision of PW interrogation procedures. Coordinates evacuation of PW to higher Hqs in accordance with Division SOP.

(3) Terrain analysis in each field location.

(4) Processes reported violations of security and compromise of classified material.

(5) Disseminates password daily prior to 1000 hours. On initial move into new area, password disseminated by guard at dismount point.

(6) Coordinates reconnaissance patrols.

Annex C (Composition of Provisional Div Rear Echelon Hqs and Duties of Members) to Division Rear Echelon Field SOP.

(7) Staff supervision of camouflage, light and noise discipline.

(8) Liaison with Main and DISCOM for intelligence information.

(9) Other duties as directed.

e. S4/Hqs Comdt.

(1) Advance planning for logistics.

(2) Submits logistics reports required by Division SOP and current Admin Orders (Division and DISCOM).

(3) Supervises location and operation of attached Bath Unit.

(4) Staff supervision for resupply in field.

(5) Prepares logistical estimates as required.

(6) Insures sufficient blank ammunition, dummy mines, and barbed wire are available for training purposes on each CPX, FTX. Coordinate with S3.

(7) Coordinate amount of rations required with S3 prior to each CPX, FTX. (Depends on number of attached elements participating).

(8) Functions as Div Rear Echelon Maneuver Damage Control Officer on each CPX, FTX.

(9) Allocates specific bivouac areas for Div Rear Echelon elements within the general area designated by S3. Allocation of areas generally consistent with organization for defense (Annex B).

(10) Furnishes complete logistical support for all elements of Div Rear Echelon.

(11) Organizes local security from Quartering Party in each new bivouac area.

(12) Designates Quartering Party for each move. Normally Company XO functions as Quartering Officer.

(13) Responsible for minimum interior guard within CP area. Coordinates with S1 for personnel to perform guard. Coordinate with S3 for location of guard posts which function as roadblocks. Conduct demonstration for each guard prior to guard mount covering challenging, emergency alert procedures, traffic flow, etc.

(14) Controls traffic flow within CP area. All vehicles stop at dismount point.

(15) Controls pooling of all vehicles in CP area. See IIIB1a(2)(a)(3).

(16) Selects heliport. Insures proper marking and guides.

(17) Road repair with CP area.

(18) Operates Class III and Class V Supply Points.

(19) Conducts administrative motor marches.

(20) Other duties as directed.

f. Signal Officer.

(1) Establish communications with Main and DISCOM ASAP on each alert, TEST, CPX, FTX.

Annex C (Composition of Provisional Div Rear Echelon Hqs and Duties of Members) to Division Rear Echelon Field SOP.

(2) Establish interior telephone circuitry ASAP in accordance with telephone priority list, Appendix 1, Annex D.

(3) Establish communications for defense perimeter in accordance with instructions of S3. (Normally hot loop backed up by direct lines to platoon positions if time and wire permit.)

(4) Furnish a qualified representative to accompany Quartering Party on each move.

(5) Monitor radio traffic. Inform XO/S3 of all traffic having operational implications.

(6) Monitor outgoing AM traffic. Inform S1 of all messages which have not been QSL'd for within two hours after delivery to Signal Truck.

(7) Staff supervision over attached Signal elements (Army VHF personnel, etc.).

(8) Other duties as directed.

Annex C (Composition of Provisional Div Rear Echelon Hqs and Duties of Members) to Division Rear Echelon Field SOP.

REPORTS

1. S1.

a. PDS—Submit to Main daily. Division Field SOP.

b. Division Rear Echelon Strength Report. Submit to S3 and OIC daily by 0800 hours. Show number of officers, warrant officers, and enlisted men by unit or staff element.

c. Individual Casualty Reports. Submit to AG–PSD immediately. DA Forms 1155 and 1156 required. Division Casualty Reporting SOP.

d. Nonarrival of scheduled air or motor couriers runs within two hours of arrival time to Signal Officer and OIC.

2. S2.

a. All applicable intelligence reports to Division Main required by Division Field SOP. Information to DISCOM.

b. Results of PW interrogations to S3 and OIC immediately.

3. S3.

a. All applicable operational reports to Division Main required by Division Field SOP. Cleared by OIC.

b. Initial establishment of perimeter defense (completion time) to OIC and Hqs Commandant ASAP.

c. Initial crew-served weapons report by number, type, and location OIC and Hqs Comdt.

4. S4/Hqs Comdt.

a. All applicable logistics reports required by Division Field SOP and by Division and DISCOM Operation/Admin Orders.

b. Status of assigned and attached vehicles by number, type, and serviceability to OIC and S3 daily prior to 0800 hours.

c. Status of Class III by type and amount on hand to OIC daily prior to 0800 hours.

d. Status of Class V shortages (from basic load) to S3 and OIC daily prior to 0800 hours. After initial report, "no change" reports acceptable when applicable.

e. Maneuver Damage Report. Division SOP.

5. Signal Officer.

a. Initial establishment of VHF, FM, and AM contact with DISCOM and Div Main. Submit to OIC, S1, S3 immediately.

b. Loss of VHF, FM, or AM contact with DISCOM or Div Main. Submit to OIC, S1, S3.

c. Untransmitted AM Traffic Report to S1 if message traffic not dispatched and QSL'd for within two hours.

d. Status of perimeter hot line as required to S3.

Annex F (Reports) to Division Rear Echelon Field SOP.

MISCELLANEOUS

1. Convoy Organization and Control, Tactical Road March.

a. Division Field SOP.

b. Organization.

(1) Quartering Party—Commanded by an officer. Quartering Party not to exceed one ¼ ton and two 2½ ton (or 5 ton). Departs three hours prior to Main Body. No responsibility to post guides at critical points or road junctions. See paragraph 2e(9), (11) (12), Annex C.

(2) Forward Security Route Party—Commanded by an officer or NCO designated by S3. Not to exceed one ¼ ton and two 2½ ton (5 ton). Posts guides at CPs and major road junctions. Informs Convoy Commander of major obstacles on route (blown bridges, impassable roads, etc.). Departs one hour prior to Main Body. Radio provided if available.

(3) Main Body.

(a) Convoy Commander in lead vehicle.

(b) March units not to exceed 25 vehicles. Normal March Unit length, 15–20 vehicles.

(4) Trail Party—Maintenance vehicle and one 2½ ton (5 ton). Claims officer OIC. Rear security. Departs 10 minutes following clearance of tail of Main Body.

(5) Rear Detachment—One ¼ ton and one 2½ ton (5 ton). Maneuver Damage Control Officer OIC. Departs when maneuver damage inspection and police of area completed.

c. Control.

(1) Interval, time interval, rate of march, halts—Division SOP.

(2) Breaktime programed in March order.

(3) MU Commanders orient Vehicle Commanders and drivers prior to move.

(4) MU Commanders and Vehicle Commanders inspect vehicles for safeloading of personnel and supplies. Orient personnel on carbon monoxide potential in cabs, vans, and trailers not properly ventilated.

(5) Strip maps and roadmaps in each vehicle.

(6) Security.

(a) Forward Security—Quartering Party.

(b) Flank Security—Will be designated by OIC when required.

(c) Rear Security—Trail Party.

(7) Communications.

(a) OIC—Signal Platoon Commo truck follows OIC vehicle.

(b) Advance Party—Radio if available.

(c) Trail Party—Radio if available.

2. Equipment.

Each section brings all TOE equipment, crew-served weapons, and vehicles. Extra lighting cable brought if available. Diesel cans filled. All lanterns checked out. Serviceable tentage.

3. Fire Prevention—Safety.

Annex G (Miscellaneous) to Division Rear Echelon Field SOP.

Stoves turned off at all times except when there is an individual in tent completely dressed and out of sleeping bag.

4. Guard (interior).

Hqs Commandant operates interior guard within CP complex. Minimum includes guard at dismount point, exit point, heliport, walking fire guard during hours of darkness. Guard coordinated with tactical perimeter guard requirements to conserve personnel. All EM, E7 and below, and all lieutenants and warrant officers eligible for guard.

5. Loading Plan and Equipment Priority List.

a. Each section prepares loading plan for each vehicle and trailer. Include all equipment which normally accompanies section to field. Copy of loading plan with Vehicle Commander.

b. Each section prepares priority list. Show all items of equipment in order of priority and required cubage. Required for planning purposes if move is directed less full complement of vehicles. Priority list attached to loading plan as inclosure.

6. Maneuver Damage.

S4 functions as Maneuver Damage Control Officer. All elements repair own maneuver damage where possible. All elements report maneuver damage to S4 immediately. S4 inspects each area after Main Body departs.

7. Mess.

Mess hours will be announced in Daily Bulletin. Personnel without steel helmet, weapon, protective mask, will not be permitted to eat. Tactical feeding unless otherwise announced.

8. Password.

Disseminated daily by S2. Senior Officer/NCO each element insure all troops in area have new password prior to 1100 hours daily. Hqs Commandant insures all interior guards have new password by 1100 hours daily.

9. Safety.

a. Sleeping in or around vehicles prohibited.

b. Vehicles moving under blackout conditions within CP area preceded by guide.

c. Mark guidelines, wires, stumps, tent areas with engineer tape, cloth, or paper.

10. Sleeping Areas.

Sleep in tents located in the vicinity of working tent. Tents to be located away from traffic routes. Tent areas will be marked with engineer tape.

11. Tools (Pioneer).

All vehicles will have TOE pioneer tools for move to field.

12. Classified Materials.

Classified repository personnel have in readiness destruction plan. Execute on order from section chief.

13. Vehicle Poolings.

All vehicles remaining in CP area report to motor pool as soon as unloaded. Only exception is ¼ ton, Admin 7, which remains at AG Operations Tent. Clearance to leave Admin Center Complex must be requested from Hqs Comdt one hour in advance (except for emergencies), to allow for pooling.

Annex G (Miscellaneous) to Division Rear Echelon Field SOP.

By Order of the Secretary of the Army:

HAROLD K. JOHNSON,
General, United States Army,
Chief of Staff.

Official:

KENNETH G. WICKHAM,
Major General, United States Army,
The Adjutant General.

Distribution:

To be distributed in accordance with DA Form 12–11 requirements for Administration Co; Abn, Armd, Inf and Mech Div.