

## APPENDIX D

# COMMAND AND STAFF RELATIONSHIPS

SECTION	DESCRIPTION	RESPONSIBLE FOR	< COORDINATE FOR > PROVIDE TO
Command Group	<p>The commander. Those designated to accompany the commander.</p> <p><i>This might be only administrative staff (aide, driver, or pilot) or, perhaps, the deputy/assistant commander, chief of staff/ executive officer, command sergeant major, or other commanders and staff.</i></p>	Command and control, leadership, direction, guidance, and supervision.	<p>&lt; Commander's Intent</p> <p>&gt; Advice on:</p> <ul style="list-style-type: none"> <li>- Religion</li> <li>- Policies re: religion (including constraints and restraints)</li> <li>- Accommodation of special religious needs and practices</li> <li>- Morals</li> <li>- Morale</li> <li>- Assignments</li> </ul>
Executive Officer/ Chief of Staff	Principal coordinator of staff activity within the unit.	<ul style="list-style-type: none"> <li>- Staff direction, synchronization, and coordination.</li> <li>- Planning operations</li> <li>- Staff discipline and morale</li> <li>- Battle group/staff</li> <li>- Directing the coordinating staff and special staff officers</li> </ul>	<p>&lt; Staff meetings</p> <p>&lt; Daily religious support plans</p> <p>&lt; Staff planning and guidance, including time planning</p> <p>&lt; Command post operations</p> <p>&gt; Religious support estimate and plan</p>
S1/G1	<p>The principal staff officer for all <u>PERSONNEL</u> matters. Primary concern is soldier readiness and sustainment in combat operations.</p> <p>Provides information to S4/G4 for the Combat Service Support BOS.</p>	<ul style="list-style-type: none"> <li>- Personnel Service Support                             <ul style="list-style-type: none"> <li>* Religious services</li> <li>* Health services</li> <li>* Legal services</li> <li>* Postal services</li> </ul> </li> <li>- Administrative services</li> <li>- Morale support activities</li> <li>- Personnel replacement operations</li> <li>- Casualty operations</li> <li>- Quality of life matters</li> <li>- Family member matters</li> <li>- Marriages to foreign nationals</li> </ul>	<p>&lt; Personnel estimate</p> <p>&lt; Morale assessments</p> <p>&lt; Casualty data</p> <p>&lt; Letters of Condolence</p> <p>&lt; Replacement data</p> <ul style="list-style-type: none"> <li>- Religious preferences</li> <li>- Age</li> <li>- Marital status</li> <li>- Dependents</li> </ul> <p>&lt; Requests for additional RS</p> <p>&lt; Red Cross messages</p> <p>&lt; Assignments</p> <p>&gt; UMT Travel itinerary</p> <p>&gt; Religious Support Annex</p>

SECTION	DESCRIPTION	RESPONSIBLE FOR	< COORDINATE FOR > PROVIDE TO
S2/G2	<p>The principal staff officer for all <u>INTELLIGENCE</u> matters and for security.</p> <p>Staff proponent for the Intelligence BOS</p>	<ul style="list-style-type: none"> <li>- Preparation of the intelligence estimate</li> <li>- Intelligence Preparation of the Battlefield (IPB)</li> <li>- Production of intelligence</li> <li>- Supervision of the collection effort</li> <li>- Weather data</li> <li>- Counter-intelligence</li> </ul>	<ul style="list-style-type: none"> <li>&lt; Enemy situation</li> <li>&lt; Terrain/trafficability</li> <li>&lt; Weather data</li> <li>&lt; Maps</li> <li>&lt; Indigenous religious groups</li> <li>&lt; Local religious sites and shrines</li> </ul>
S3/G3	<p>The principal staff officer in matters concerning <u>OPERATIONS, PLANS, ORGANIZATION, AND TRAINING</u></p> <p>Staff proponent for Maneuver and Mobility /Survivability BOSs.</p>	<ul style="list-style-type: none"> <li>- Maintaining current operations estimate of the situation</li> <li>- Preparing, authenticating, and publishing the unit's tactical standing operating procedures (TSOP), to which other staff sections contribute</li> <li>- Preparing, coordinating, authenticating, and publishing operations plans (OPLAN) and operations orders (OPORD), including tactical movement orders; includes reviewing plans and orders of subordinate units</li> <li>- Recommending task organization and assigning missions to the command's subordinate elements</li> <li>- Deception plans</li> </ul>	<ul style="list-style-type: none"> <li>&lt; OPLAN/OPORD</li> <li>&lt; FRAGOs</li> <li>&lt; Warning Orders</li> <li>&lt; Operational graphics/overlays</li> <li>&lt; Unit locations and movement</li> <li>&lt; Combat power status</li> <li>&lt; Communication equipment and SOIs</li> <li>&lt; Tactical updates/battle tracking</li> </ul>
S4/G4	<p>The principal staff officer in matters relating to <u>LOGISTICS</u>.</p> <p>Staff proponent for the Combat Service Support BOS</p>	<ul style="list-style-type: none"> <li>- Supply</li> <li>- Maintenance</li> <li>- Transportation</li> <li>- Services</li> <li>* Food</li> <li>* Bath and Laundry</li> <li>* Mortuary Affairs</li> </ul>	<ul style="list-style-type: none"> <li>&lt; Estimate of the CSS situation</li> <li>&lt; CSS/Logistics plan (with graphics)</li> <li>&lt; Chaplain Resupply Kit</li> <li>&lt; Supply routes</li> <li>&lt; LOGPAC plans                         <ul style="list-style-type: none"> <li>- Convoy times and routes</li> <li>- Logistics Release Points                                 <ul style="list-style-type: none"> <li>LRP active times</li> <li>Locations</li> </ul> </li> </ul> </li> <li>&lt; Support Area locations</li> </ul>

SECTION	DESCRIPTION	RESPONSIBLE FOR	< COORDINATE FOR > PROVIDE TO
S4/G4 (cont)			< Health Service Support plans - Casualty projections - Treatment locations BAS Alternate Medical facilities/hospitals - Evacuation plans * Routes * Ambulance Exchange Points (AXP) * Ground/Air evacuation criteria - Mass Casualty (MASCAL) * Plans * Criterion for initiating plan
S5/G5	The principal staff officer for all matters concerning the <u>CIVILIAN</u> impact on military operations and the political, economic, and social effects of military operations on civilians.	- Civil Affairs - Civil-Military relationships	< Humanitarian activity < Cultural information  > Indigenous religion information
Fire Support Officer	Special staff officer for fire support to include field artillery and aviation  Commands fire support units.	- Fire support plans - Coordination fire support - Artillery unit locations	
Surgeon/Medical Platoon Leader	Special staff officer for the command health service program.  Commands medical organization.	- Recommends policy for treatment of casualties - Recommends policy for evacuation of casualties	< Casualty projections < Evacuation plans < Treatment plans < MASCAL plans and criteria
Signal Officer	Special staff officer responsible for communications under the supervision of the S3/G3.	- Recommending and implementing the unit's communications systems	< Communications equipment < Signal Operating Instructions

SECTION	DESCRIPTION	RESPONSIBLE FOR	< COORDINATE FOR > PROVIDE TO
Engineer	Special staff officer responsible for engineer operations.	<ul style="list-style-type: none"> <li>- Mobility/ countermobility/ survivability</li> <li>- Engineer convoy</li> <li>- Minefields and obstacles</li> <li>- Terrain and trafficability estimates</li> </ul>	<ul style="list-style-type: none"> <li>&lt; Engineer plan</li> <li>&lt; Obstacle graphics and overlay                             <ul style="list-style-type: none"> <li>- Opening and closing times of obstacles</li> </ul> </li> </ul>
Staff Judge Advocate	Special staff officer for legal affairs	<ul style="list-style-type: none"> <li>- Legal advice to the commander an staff.</li> <li>- Training on the Law of Land Warfare.</li> </ul>	
Headquarters Company Commander	Commander of headquarters company.	<ul style="list-style-type: none"> <li>- Operational control over headquarters, including soldiers not assigned or attached to a subordinate unit</li> </ul>	<ul style="list-style-type: none"> <li>&lt; Movement of headquarters and trains</li> <li>&lt; Local security plans</li> <li>&lt; Life sustainment issues:                             <ul style="list-style-type: none"> <li>- Food and fuel</li> <li>- Bivouac sites</li> <li>- Unit supply</li> </ul> </li> </ul>
Support Unit Commander (Forward or Main Support Bn)	Special staff officer for logistical support.  Commands CSS unit.	<ul style="list-style-type: none"> <li>- Logistical support</li> <li>- Support Area operations</li> </ul>	