

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.	< Commander's Intent > Advice on: - Religion - Policies re: religion (including constraints and restraints) - Accommodation of special religious needs and practices - Morals - Morale - Assignments
Executive Officer/ Chief of Staff	Principal coordinator of staff activity within the unit.	- Staff direction, synchronization, and coordination. - Planning operations - Staff discipline and morale - Battle group/staff - Directing the coordinating staff and special staff officers	< Staff meetings < Daily religious support plans < Staff planning and guidance, including time planning < Command post operations > Religious support estimate and plan
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>	- Personnel Service Support * Religious services * Health services * Legal services * Postal services - Administrative services - Morale support activities - Personnel replacement operations - Casualty operations - Quality of life matters - Family member matters - Marriages to foreign nationals	< Personnel estimate < Morale assessments < Casualty data < Letters of Condolence < Replacement data - Religious preferences - Age - Marital status - Dependents < Requests for additional RS < Red Cross messages < Assignments > UMT Travel itinerary > Religious Support Annex

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"> - Preparation of the intelligence estimate - Intelligence Preparation of the Battlefield (IPB) - Production of intelligence - Supervision of the collection effort - Weather data - Counter-intelligence 	<ul style="list-style-type: none"> < Enemy situation < Terrain/trafficability < Weather data < Maps < Indigenous religious groups < Local religious sites and shrines
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"> - Maintaining current operations estimate of the situation - Preparing, authenticating, and publishing the unit's tactical standing operating procedures (TSOP), to which other staff sections contribute - Preparing, coordinating, authenticating, and publishing operations plans (OPLAN) and operations orders (OPORD), including tactical movement orders; includes reviewing plans and orders of subordinate units - Recommending task organization and assigning missions to the command's subordinate elements - Deception plans 	<ul style="list-style-type: none"> < OPLAN/OPORD < FRAGOs < Warning Orders < Operational graphics/overlays < Unit locations and movement < Combat power status < Communication equipment and SOIs < Tactical updates/battle tracking
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"> - Supply - Maintenance - Transportation - Services <ul style="list-style-type: none"> * Food * Bath and Laundry * Mortuary Affairs 	<ul style="list-style-type: none"> < Estimate of the CSS situation < CSS/Logistics plan (with graphics) < Chaplain Resupply Kit < Supply routes < LOGPAC plans <ul style="list-style-type: none"> - Convoy times and routes - Logistics Release Points <ul style="list-style-type: none"> LRP active times Locations < Support Area locations

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