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|   | **DEPARTMENT OF THE ARMY****4th INFANTRY BRIGADE COMBAT TEAM, 1st INFANTRY DIVISION****7834 NORMANDY DRIVE****FORT RILEY, KANSAS 66442** |  |
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AFZN-CO 07 March 2012

MEMORANDUM FOR RECORD

SUBJECT: Terms of Reference (ToR) for 4/1IBCT, Task Force (TF) DRAGON Leadership, Staff Principals, and Key Enabler Cells (version 2)

1. Purpose. This ToR outlines duties and responsibilities of the 4IBCT leadership, staff principals, and key enabler cells. This ToR is not all inclusive, but serves to synchronize and focus efforts for current operations, future operations and plans, while avoiding unnecessary redundancy among the staff.

2. General. FM 6-0 states, "Mission command doctrine provides flexible principles to enable an operationally adaptive force. In the exercise of mission command, commanders, assisted by staffs, blend the art of command with the science of control to overcome the challenges of complex and uncertain operational environments." The Task Force (TF) DRAGON staff and enabler cells aid D6 in mission command. In order to define roles and responsibilities while reducing redundancy, the following paragraphs outline focus areas of responsibility.

3. BCT TOR by duty position.

**BCT Deputy Commanding Officer (D66):** Serve as the TF 2IC; principal advisor, not a staff officer.

* Assist D6 in developing, implementing, and conveying his intent.
* Serve as another set of eyes or directed telescope, establishing informal communications, within and outside the BCT/TF, providing D6 with an objective perspective on issues; ‘internal affairs’ for the commander.
* Serve as the ‘face of BCT DRAGON’ establishing relationships with headquarters and agencies beyond BCT control (RC-E, IMCOM/garrison) and beyond RC-E control (i.e. ORA, USAID, PRT, NGO, ANSF, HN SOIs) allowing D6 to engage when necessary and to facilitate information sharing and collaboration
* Oversee BCT Information Operations
* Oversee DV visits
* Command and directly supervise TAC/alt CP operations as and when utilized
* Provide insight to field grade officer management.
* Be prepared to represent D6 at every meeting.
* Oversee targeting process to include lead for all line of efforts, preventing ‘effects fratricide.’
* Chair long range planning and revision efforts to support long term goals.
* Responsible for CERP funding and allocations.
* Interfaces with BCT XO and S3; provides insight, guidance, and assistance.
* Assist in the professional development and mentoring of all BCT field grade officers.
* Maintains contact with Rear-D CDR.
* Champions the Security Force Assistance (SFA) effort within the BCT working closely with the SFA teams.

**BCT Command Sergeant Major (D7):** Principal advisor to D6 on all enlisted matters. Assist D6 in developing, implementing, and conveying his intent.

* Serves as another set of eyes using the NCO Support Channel to facilitate communications, within and outside the BCT, providing D6 with an objective perspective on issues.
* Responsible for maintaining discipline and enforcing high standards. He is the primary trainer for individual and team skills.
* Maintains constant contact with the Rear-D and helps resolve any challenges.
* Oversees all ceremonies; serve as SME.
* Establishes and maintains a comprehensive NCOPD program focusing on deployed and garrison skills.
* Oversees all enlisted assignments and moves; manage NCO assignments and critical low-density enlisted assignments.
* Ensures NCOERs are well-written, accurate, candid, and timely; no late NCOERs.
* Ensures Soldiers are recognized with deserving and timely awards.
* Constantly monitors and improves Soldier quality of life.
* Monitors unit comprehensive Soldier fitness and physical training programs; enforce adherence to Dragon standards.
* Assesses and improves force protection at all FOBs, COPS, OPs and any location where our Soldiers reside.

**BCT Executive Officer (D5):** Directing, coordinating, supervising, and training the staff. The XO frees the commander from routine details of staff operations and passes pertinent data, information, and insight from the staff to the commander and from the commander to the staff. Staff members inform the XO of any recommendations or information they pass directly to the commander, and of instructions they receive directly from the commander.

The XO helps the commander prepare subordinate units for future employment. The XO monitors their combat readiness status and directs actions to posture subordinate units.

The XO ensures the information element of combat power is integrated into operations per the commander's intent and concept of operations.

Assigned duties:

* Chief of Staff.
* Supervises all tasks assigned to the staff.
* Directs the efforts of coordinating and special staff officers.
* Integrates and synchronizes plans and orders.
* Supervises management of the CCIR.
* Establishes, manages, and enforces the staff planning time-line (per the commander's guidance).
* Supervises and oversees the BCT’s LOE’s assessments.
* Integrates fratricide countermeasures into plans and orders.
* Determines liaison requirements, establishing liaison information exchange requirements, and receiving liaison teams.
* Directly supervises the main command post (CP) and headquarters cell, including, displacement, protection, security, and communications.
* Monitors the staff's discipline, morale, and operational readiness.
* Conducts staff training.
* Ensures staff work conforms to the mission, commander's guidance, and time available.
* Ensures the staff integrates and coordinates its activities internally and with higher, subordinate, supporting, supported, and adjacent commands.
* Ensures all staff sections participate in and provide functional expertise to IPB, managed by the S-2 in coordination with the S-3.
* Informs the commander, deputy commander, primary staff officers, and subordinate units about new missions, instructions, and developments.
* Directs and supervises staff planning.
* Provides insight and assistance to Intelligence as well as Surveillance and Reconnaissance integration.
* Ensure the staff renders assistance to subordinate commanders and staffs.
* Integrates risk management across the staff throughout the operations process.
* Maintains knowledge of all directives, orders, and instructions the commander issues to the staff, subordinate commanders, and subordinate units, and verifying their execution.
* Supervise the development of the BCT Budget and provide primary budgetary oversight to ensure fiscal responsibility.
* Alternate for DCO duties and responsibilities in the DCO’s absence.
* Develops and enforces BCT battle rhythm.
* Oversees the implementation of Knowledge and Information Management ensuring its efficiency and effectiveness.
* Conducts BCT USR.

**BCT S1 (D1):** The mission of the S-1 section is to plan, coordinate, and execute HR support for the BCT. The leadership element at BCT consists of an HR Major (42H), a CW2 HR Technician (420A), and a Master Sergeant (42A), noncommissioned officer in charge (NCOIC). The PR TM consists of a Strength Manager (HR officer - 42B) and three HR enlisted personnel The HR Services Team consists of a six- member team: an HR NCOIC (42A), two HR NCOs (42A), an automation specialist (42F), and two HR specialists (42A). The S1 has overall responsibility to ensure the BCT S-1 section successfully plans, coordinates, and executes all HR core competencies and subordinate key functions. The S1 also provides technical guidance and support to subordinate battalions aligned under the BCT. Duties and responsibilities include:

* Serves as principle advisor to the commander on HR support.
* Advises the commander of the personnel portion of the Unit Status Report (USR).
* Provides technical guidance / oversight to subordinate battalions.
* Serves as the senior HR manager for the unit.
* Plans, coordinates, and executes HR support for current and future operations.
* Ensures all HR core competencies and subordinate key functions are completed IAW established timelines, policies, and procedures.
* Maintains the S-1 running estimate based on situational awareness and common operating picture of on-going operations and the impact or potential impact on S-1 operations.
* Advises the commander on the health, welfare and morale of all Soldiers assigned to the unit.
* Updates Family and MWR support SOPs.
* Prepares and provides HR support information to operational orders and plans.
* Ensures S-1 operations are fully integrated into unit operations.
* Plans and coordinates external HR support requirements (e.g., HROB, DIV G-1/AG).
* Ensures all S-1 casualty-related actions are properly executed (i.e., timely and accurate casualty reporting); completion of letters of sympathy and condolence; prompt appointments of line of duty (LOD) investigating officers, AR 15-6, safety accident investigations, as appropriate, and Summary Court Martial Officers (SCMOs), and case reviews for all eligible posthumous awards, appointments, and promotions).
* Ensures religious and medical support planning is integrated into operational planning.
* Coordinates for Band support for special services.
* Prepares and maintains continuity of operations.
* Ensures DCS is properly coordinated, integrated, and executed.
* Ensures HR Rear Detachment operations are supported and fully capable of executing HR operations.
* Plans, monitors, and executes deployment and redeployment HR operations.
* Plans and executes HR professional development.
* Serves as the HR doctrinal expert.
* Executes officer slating in coordination with the Assistant S-1 / HR Technician.
* Executes commander‘s sensitive actions.
* Performs Adjutant functions.

During the Reset phase, the S-1 focus is on reconstituting the unit and training to ensure the unit is properly manned in accordance with (IAW) the Army manning guidance and individuals meet military occupational specialties (MOS) qualifications. S-1 also focuses on developing a synchronized and accurate picture of the unit’s personnel readiness status. This allows for National-level HR Providers to assist in resetting the unit and preparing it to move into the Ready phase. Specific S-1 section emphasis includes:

* Review the Army Manning Guidance and the Headquarters, Department of the Army (HQDA), Personnel Policy Guidance (PPG) to review reporting requirements and gain an understanding on the required gates for manning levels that National Providers are charged with.
* Replacements – requisitions are submitted to the Human Resources Center of Excellence (HRCoE) or the RC National Provider.
* Personnel are cross-leveled within the unit, teams, and weapon systems.
* Personnel selected for schooling are scheduled and attend training.
* Identifies Soldiers that are non-deployable (see Chapter 2 on deployability).
* Personnel Accountability (PA) is maintained on all assigned or attached personnel.
* Individual and collective training is conducted.
* Soldier Readiness Processing (SRP) is scheduled and conducted.
* HR support operations’ planning is initiated (to include exercise planning).
* S-1 personnel are trained on HR systems and equipment, to include familiarity with all components.
* SOPs are updated (SOPs should be function specific and include sustainment and deployment operations.
* Essential personnel actions are processed (i.e., evaluations and promotions).

During the Train / Ready phase, the S-1 focuses on Soldier readiness and validation of training for the unit. Specific S-1 section emphasis includes:

* Manage expectations on manning levels through constant communications with the National Providers, HRCoE, State, Joint Force Headquarters, and Regional Support Commands. S-1 should know and understand in detail the manning plan for their organization. S-1 must verify that the National Providers are tracking their deploying units as deployers and have the proper latest arrival date and the proper date’s critical events such as the mission rehearsal exercise, command post exercises, and other pre-deployment exercises.
* Continue to monitor and maintain the personnel readiness of Soldiers. S-1 should research historical non-deployable rates for their type of unit and compare and analyze their unit’s current rates. S-1 should question non-deployable rates that are lower than the average and take necessary steps to verify these rates. S-1 must ensure that their readiness levels are communicated through the appropriate HR automated system(s) and that National Providers have the same manning and personnel readiness common operating picture as the unit.
* Coordinate for reassignment of non-deployable personnel to the Rear Detachment Derivative Unit Identification Code (DUIC) and ensure appropriate non-available code is submitted in the electronic Military Personnel Office (eMILPO).
* Continue to maintain 100 percent accountability of all assigned personnel.
* Provide casualty reporting training to units.
* Ensure personnel are trained on unit mail room operations and have the necessary documentation to perform unit postal missions.
* Continue SRPing.
* Identify and train S-1 personnel who will be part of the Rear Detachment.
* Conduct Joint Operations Area (JOA) Specific Individual Readiness Training as necessary.
* Participate in exercises and Combat Readiness Command rotations.
* Finalize HR plans, policies, and SOPs for S-1 operations.
* Coordinate DCS, if applicable.
* Prepare for deployment.
* Establish and conduct HR operations as part of the Rear Detachment.

The Available phase is the period in which the unit is deployed or is available for deployment. During this period, S-1 emphasis will be on:

* Maintaining the personnel readiness of personnel and ensuring a consistent common operating picture up through the National Provider level.
* Maintaining 100 percent PA by using theater and service specific accountability software (Deployed Theater Accountability Software (DTAS) and eMILPO).
* Continuing casualty operations training to include next of kin (NOK) notifications, reporting procedures and timelines, and tracking of patients.
* Planning and conducting postal operations.
* Ensuring personnel are trained on unit mail room operations and have the necessary documentation to perform unit postal missions.
* Knowing the strength reporting process and procedures for your higher headquarters.
* Ensuring access to all required HR automated and enabling systems.
* Submitting duty status changes as they occur. S-1 must know which HR systems require updating and why.
* Developing a draft rest and recuperation (R&R) plan that meets JOA requirements and allows for maximum predictability among unit members.
* Ensuring financial entitlements are processed.
* Processing essential personnel services (EPS) and executing their HR support concept.
* Coordinating Family and Morale, Welfare, and Recreation (FMWR) actions with subordinate units, higher headquarters, or installation Director, FMWR.
* Coordinating for Band support through the DIV G-1/AG.

**BCT FRSA:** The Family Readiness Support Assistant serves as the administration assistant for the units Family Readiness Group (FRG) Program. The FRSA is responsible for implementing and maintaining Family support services for Family members separated from the military sponsor due to mobilization/deployment and training efforts, or duty requirements. The FRSA performs a variety of duties to include:

* Serves as the liaison between Command and Family members.
* Maintains oversight of FRG activities and updates commander on program status.
* Provides assistance, information and referrals to Family members.
* Identifies requirements for related to Family readiness.
* Attends the monthly installation level Fort Riley Network meetings.
* Lead proponent in the BCT for quarterly and annual recognition ceremonies at the BCT and DIV/RC level.
* Participates in development of local programs and policies.
* Maintains the BCT Family demographics information.
* Maintains the BCT’s Virtual FRG website.
* Works closely with Army Community Services to maintain knowledge of any changes
* Works closely with the Commander, DCO, XO, Rear-D CDR, BN/SQDN FRG leaders, and Garrison Agencies.
* Coordinates meeting facilities, childcare, speakers and briefings.
* Prepares and distributes written information and flyers i.e. relocation packets, health care information and housing packets.
* Participates in the recruitment and training of the active Family readiness volunteer workforce.
* Maintains effective communications.
* Participates in development of local programs and policies.
* Works closely with Army Community Services to maintain knowledge of any changes.
* Works closely with the Commander, DCO, XO, Rear-D CDR, FRG leaders, and Garrison Agencies.
* Coordinates meeting facilities, childcare, speakers and briefings.
* Prepares and distributes written information and flyers i.e. relocation packets, health care information and housing packets.
* Participates in the recruitment and training of active Family readiness volunteer workforce.
* Maintains effective communication.
* Lead for monthly BCT FRG (Steering) Committees—coordination, agenda, and location.

**Joint Visitor Bureau (JVB**)**:**

* Responsible for coordinating all activities regarding the conduct of official visits by General Officers, Congressional Delegations, Foreign Dignitaries, and other distinguished visitors.
* Works directly for the BCT S1 with BCT DCO oversight. Coordinates with the Division (RC-E) Protocol office regarding all visits to determine the purpose of the visit and establish itineraries.
* Coordinates with the BCT S3 CHOPS for necessary transportation and support requirements to ensure necessary force protection measures and deconflict itineraries with current operations.
* Informs subordinate units of approved itineraries and requirements.
* Coordinates and ensures proper billeting and comfort items for visitors at all locations.
* Ensures escort officer is briefed on his/her responsibilities.
* Coordinates with PAO for coverage.
* Maintains a historical record of all visits.

**Adjutant:**

* Responsible for all daily activities of the Command Group to include managing the Command Group calendar, coordination between the DIV/RC, BCT, and Battalion chains of command, and maintain control of all command group oriented administrative functions.
* Coordinates and resources all TDY and VIP visits involving the BCT Command Group.
* Assist the BCT Commander in tracking personnel issues and monitoring officer management.
* Track and facilitate all evaluations and awards processing in the BCT Command Group.
* Track and maintain HHC BCT Cup and Flower fund to include coordinating and planning BCT level Hail and Farewells.
* Supervise two Command Group NCOs, four drivers, and the BCT PSD NCO chain of command.

**BCT CMD Team Recorder (BCT S3 rep)**:

* Responsible for coordinating all of the BCT CDR’s movements ICW the BCT Adjutant.
* Ensures BCT CDR has a PSO rep for security/protection.
* Most importantly moves with the BCT CDR and attends all engagements with both GIRoA officials, ANSF, and TF DRAGON units and provides immediate feedback to the BCT staff as required.
* Prepare KLE reports upon return to the FOB and ensure that they are uploaded into the CIDNE database ICW the BCT S7.

Some of the key tasks:

* Ensure PCC/PCIs are completed and the PSO is prepared for operations.
* Conduct IPB ICW D2 on all areas that the BCT CDR will travel.
* Upon arrival at any CF location conduct coordination with either the OE S2 or COIST to reinforce the Intel received prior to conducting operations.
* Provide detailed notes on all engagements with CF, ANSF, and GIRoA officials to the BCT XO, S3 and DCO to ensure that the staff can react to any issues in a timely manner.

**BCT S2 (D2):** Primary advisor to the BCT Commander and Staff on Intelligence, and serves as the manager of the BCT Intelligence Warfighting Function for the BCT. S2 is responsible for the following tasks:

* Supervise and synchronize the IPB process and Intelligence products development.
* Produce the intelligence portion of the BCT OPORD and Annex B.
* Provide Collection Plan and Intelligence and Surveillance and Reconnaissance Sync Management; Integrate MICO (B Co/BSTB) into BCT S2 BCT Intelligence Support Element (BISE).
* Recommend DS/GS status for all MI assets to the BN/SQDN.
* Assist BCT Targeting staff by identifying HVTs, direct intelligence support, and recommend potential HPT for both lethal/non-lethal effects.
* Conduct horizontal and vertical planning and collaboration with the BCT staff members, and with higher, lower, and adjacent organization.
* Direct and oversee multiple intelligence synchronization.
* Assist in PIR refinement and develop NAIs based on PIR.
* Develop and disseminate Collection Plan and ISR Sync Matrix.
* Assist S3 CUOPS Chief on ISR assets management.
* Providing intelligence support to current operations and update Threat COP.
* Oversee intelligence fusion to the lowest level (from BCT S2 to COIST).
* Develop and Manage COIST program for the BCT to include COIST manning and COIST SOP.
* Develop and Manage Intelligence Training (Foundry) and ensure that all Intelligence Soldiers have met all requirement.
* Maintain daily communication with BN S2 to stay current with operations and targeting priorities.
* Coordinate RFIs and ensure they are answered by the appropriate shops and disseminated properly.
* Manages and oversees all security management, which includes physical (PHYSEC), personnel (PERSEC), and information security (INFOSEC), and intelligence oversights.

**BCT AS2/Joint Fusion Cell (JFC) Director**

* Support S3 in planning and coordinating FUOPS.
* Supervise and synchronize the IPB process and all intelligence product development
* Coordinate between Collection Management &Dissemination (CM&D) and S3 to facilitate proper collection planning and synchronization, and ISR request.
* Refine and present Enemy COAs as part of Intelligence products during the MDMP
* Supervise and coordinate information flow, production, and synchronization between all BCT S2 sections.
* Assist the BCT Targeting Staff by identifying threat HVTs, direct intelligence support and recommend potential high payoff targets for both lethal and nonlethal effects
* Direct and oversee MULTI-Intelligence synchronization.
* Oversee production of the daily GRINTSUM.
* Assist BCT S2 and Collection Manager in PIR refinement.
* Integrate “Other-Agency” Intelligence enablers into JFC.
* Oversee Intelligence Fusion to the lowest level; detach personnel in support of Battalion/Squadron Intelligence Operations as required.
* Oversee Special Products and Assessments as needed.
* Maintain daily communication with BNs to stay current with operations and targeting priorities and ensure proper support.
* Coordinate RFI’s and ensure they are answered by the appropriate shops and are disseminated properly.
* Facilitate Multi-INT integration into IPB.
* Responsible for the oversight, request and management of CAT1, CAT2, and CAT3 interpreters for the BCT.
* Manage BCT Interpreter assignments and requisition during deployment.
* Ensures all interpreters are evaluated and re-evaluated as necessary.
* Responsible for coordinating, providing, and managing interpreters for the BCT Command Group.

**MICO Commander**

* Work with the BCT S2 to develop the Common Intelligence Picture (CIP) and integration of MICO capabilities into the BCT.
* Coordinate with Collection Manager on collection plan and provide recommendation for tasking on MICO assets.
* Provide a refined commander’s intent on collection to support BCT’s Intelligence and Surveillance and Reconnaissance asset management.
* Conduct battlefield circulation to ensure accountability of property and effective use of MICO Capabilities.
* Maintain daily communication with BCT S2 to stay current with operations and targeting priorities and ensure proper support.
* Supervise and coordinate information flow, production and synchronization between all MICO elements.
* Maintain current maintenance status on all organic MICO systems.
* Coordinate and supervise all MI OPS with FSO, ALO, and S3 ICW CM&D.
* Establish and oversee company command post operations.
* Advise the BCT commander on the capabilities, limitations, and most effective employment of the company.
* Continuously assesses company’s ability to sustain its internal operations and its ability to support assigned mission.
* Understand the terrain over which the unit operates and how the terrain enhances or limits Intelligence and Surveillance and Reconnaissance operations.

**BISE Chief**

* Responsible for the analytical effort for the BCT by conducting Multi-Intelligence fusion.
* Compile and produce daily BCT GRINTSUM (at Secret/NOFORN level) and INTSUM (at USA/ISAF, CX-I level).
* Refine PIRs.
* Develop and maintain the BCT Commander’s Read book.
* Develop and maintain the Intelligence Running estimate (IRE).
* Integrate “Other-Agency” Intelligence enablers into BISE upon deployment.
* Provide Intelligence Fusion to the lowest level; detach personnel in support of Battalion/Squadron Intelligence Operations as required.
* Provide Intelligence Support to Targeting - Identify and Attack the Enemy Network.
* Produce Province/District level “Deep Dive” special products, Political and Financial Lines of Effort, and other Assessments as needed.
* Maintain daily communication with BNs to stay current with operations and targeting priorities and ensure proper support.
* Coordinate RFIs and ensure they are answered by the appropriate shops and then disseminate.
* Facilitate HUMINT and SIGINT integration into IPB.
* Provide Key Leader Engagement (KLE) support.
* Provide a terrain visualization mission folder on the effects of terrain on friendly and enemy operations.
* Produce specialized maps and maintenance of the digital terrain database.
* Supervise the Geospatial Topographic Section (TOPO).

**BCT Collection Manager**

* Develop and disseminate BCT NAIs Overlay based on approved PIRs.
* Develop and disseminate collection plan incorporating both organic and non-organic collection assets focused on PIRs.
* Coordinate Intelligence and Surveillance and Reconnaissance requests with DIV/RC LNO so that requests are approved during daily DIV/RC Sync meeting.
* Receive and coordinate for non-organic Intelligence and Surveillance and Reconnaissance requests, manage employment of organic Intelligence and Surveillance and Reconnaissance assets.
* Provide Intelligence and Surveillance and Reconnaissance collection brief to BCT Commander and Staff.
* Publish Collection Plan from higher HQ to BCT staff and subordinate units.
* Distribute daily 72 hour collection plan throughout BCT and post on BCT portal.
* Submit collection plan for ETO cycle and submit through S3 FUOPS for FRAGO.
* Maintain daily communication with BNs to stay current with operations and targeting priorities and ensure proper Intelligence and Surveillance and Reconnaissance support.
* Coordinate with BCT BAE and ALO for synchronization of Intelligence and Surveillance and Reconnaissance during planned operations.
* Coordinate RFIs and ensure they are answered by the appropriate shops and then disseminate.
* Disseminate post-mission reports from both Intelligence and Surveillance and Reconnaissance missions.
* Conduct daily coordination with S2 OPS.

**BCT S2X**

* Manage HUMINT and CI operations for the BCT, and de-conflict and synchronize all HUMINT activities.
* Develop HUMINT Collection Emphasis Message and HUMINT SIRs to support the commander’s PIRs.
* Oversee the source registry for the operational environment.
* Act as system administrator for HUMINT specific automation systems to include CHATs/CHIMs and BATS/HIIDE.
* Supervise HUMINT operations, funding requests, and collections to ensure compliance with legal, regulatory, and procedural guidelines.
* Establish priorities for detainee interrogation and manage source directed requirements for detainees from HCTs/BN S2s.
* Coordinate with G2X and adjacent S2Xs.
* Disseminate DIIRs, IIRs, and any other HUMINT based reporting.
* Collect company-level Contact Reports and provide necessary HUMINT oversight.
* Oversee document and media exploitation (DOMEX).
* Serve as proponent for Sensitive Site Exploitation (SSE).

**BCT S2 OPS**

* Provide intelligence support to current operations in BCT TOC.
* Continuously update Common Operating Picture of the Enemy Threat.
* Coordinate and support time sensitive target operations.
* Coordinate cross boundary threat reporting.
* Monitor Intelligence and Surveillance and Reconnaissance assets during collection operations.
* Receive, evaluate, and act upon relevant information from higher, subordinate, and adjacent units.
* Brief Enemy assessment during the CUB/CUA to Command Group and Staff.
* Conduct Battle tracking via CPOF / ISR / TiGR / mIRC, and provide initial analysis to BCT CHOPS and BNs.
* Provide S2 / Intel support to TOC Battle Drills.
* Provide summary of current operations, friendly and enemy, to the Fusion Cell during S2 Shift Change.
* Conduct daily coordination with Collection Manager.
* Manage and track S2 RFIs.

**BCT S2 Security Manager**

* Maintain the BCT SCAR.
* Ensure that all Read-on are current for BCT personnel.
* Manage, assist and coordinate all security clearance requests for the BCT.
* Ensure that personnel are notified of their clearance expiring NLT 60 days out.
* Assist the BNs in managing their SCARs.
* Ensure that all SMs have the proper clearance for their MOS.
* Follow up with Fort Riley Installation and Security Directorate (ISD) on clearance status.
* Ensure that BCT is following all established security SOPs.
* Assist the BNs with T-SCIF requests.
* Assist the BNs with security SOPs.
* Manage the BCT Foreign Disclosure Representatives (FDR).
* Provide assistance with all Foreign Disclosure documents.
* Work with FDR to ensure all standards are met in classifying documents.
* Coordinates with G2 to ensure that proper personnel are read-on to the necessary ACCMs.
* Manages ACCM Read-on status for the BCT.
* Ensures that ACCM training attendees are present and that training is accounted for.

**Senior Linguist Coordination officer (SLCO)-BCT Interpreter Manager**

* Responsible for the oversight, request and management of CAT1, CAT2, and CAT3 interpreters for the BCT.
* Manage BCT Interpreter assignments and requisition during deployment.
* Ensures all interpreters are evaluated and re-evaluated as necessary.
* Responsible for coordinating, providing, and managing interpreters for the BCT Command Group.

**BCT Operations Officer (D3):** The S3 (operations and training staff officer) is the chief of the operations cell, which includes Fires, Operations, Aviation, PMO, CHEMO, Security Force Assistance Team (SFAT), Female Engagement Team (FET), Tactical Explosive Detachment Dog (TEDD), and Engineer (Protection) staff sections. He is the coordinating staff officer for all matters concerning tactical operations of the BCT. The S3 provides technical guidance to BCT units in the areas of training, operations and plans, and force development and modernization. He is third in the succession of command after the DCO and XO. Interface with DCO and XO to ensure operations are synchronous across the staff. Assist staff sections to “operationalize” their concepts and put them into practice. Coach, mentor, and assist subordinate S3 sections and assist them in their daily duties. Assist in the professional development and mentoring of the officers, NCOs, and Soldiers assigned to the S3 section.

The responsibilities of the S3 include:

* Prepares, coordinates, publishes, and distributes BCT orders, plans, and SOPs.
* Review SITREPs.
* Provide oversight to the BCT’s TEDD, SFAT, and FET operations.
* Synchronizes the effects of BCT combat units IAW the BCT commander’s intent.
* Develop the BCT Intelligence and Surveillance and Reconnaissance Plans in close coordination with the D2 and the collection manager.
* Identifies training requirements, recommending allocation of training resources, and preparing of the commander’s training guidance.
* Participates in the Targeting and IO process.
* Reviews orders, plans, and SOPs from subordinate units.
* Plans BCT unit movements to include deployments.
* Manages A2C2 and terrain in the BCT OE.
* Coordinates and integrates JIIM assets into BCT operations.
* Planning for dislocated civilians (DC), civilian internees, and enemy prisoners of war (EPW) operations.
* During the AWG, the S-3 provides the initial commanders guidance and intent/operational framework for the targeting period.
* During the Targeting Meeting, the S-3 provides the refined commanders guidance and intent/operational framework. He provides adjacent unit operation, analysis of relative combat power, and defines the BNs current battlefield framework.
* During the Targeting Decision Brief, the S-3 will brief any significant operational changes, directives, task organization changes and/or other issues affecting previously approved operational plans, to include the proposed COA’s for the requisite targets up for approval.

**BCT Chief of Operations (CHOPS)**

* Manager of CONOPs (BCT and BN) - review, staff and synchronize
* Synchronizes/confirms assets from 24hours to minimum of 72 hours out from execution (Aviation, CAS, ISR, CLP, RCP, MED)
* Directs assets to BNs (AVN, ISR, RCP)
* Attends all MDMP meetings to ensure battle handover from Future Ops (Plans) to Current Ops.
* Plans and executes all BCT rehearsals (Fires, CAR, Sustainment)
* Responsible for publication of daily FRAGOs
* Conducts coordination between BCT and DIV/RC Level Elements
* Ensures the S3, XO, DCO or BCT CDR is informed of significant events/CCIR.
* Responsible for fighting the “BIG FIGHT”- i.e. BCT Level events, TSTs, Raids for HVIs, BN S3’s requests for unplanned assets
* Assumes responsibilities of the TOC during BCT Level Fights, if the DCO, XO, or S3 are not present.

**BCT Battle Captain/Battle NCOs.** Assist the command group in controlling the BCT. Battle Captains/NCOs remain in the CP, keeping focused on the current operation, and continuously assisting the BCT (and BN) commanders in the C2 of their fight. The duties of Battle Captains/NCOs can be divided into two major areas: IM and CP operations.

Responsibilities include:

* Monitoring the status of CCIR.
* Monitoring current location of friendly and enemy units, and groups of civilians.
* Assessing the activities and combat power of friendly and enemy units.
* Monitoring the status of adjacent and supporting units.
* Monitoring and synchronizing the COP displays in the BCT main and TAC CPs (MAP and CPOF).
* Supervising the flow of information among staff cells within the BCT CPs.
* Providing current status to assist with MDMP and planning future BCT operations.
* Enforcing CP policies IAW unit SOP and current operations order (OPORD).
* Managing Digital Systems Primary, Alternate, Contingency, Emergency (ie MCS, CPOF, BFT, FM and TACSAT).
* Monitoring/Synchronizing the COP(Digital and Analog): Friendly/Enemy Locations, Current SIGACTs, Friendly IDF capabilities, Friendly HVT’s (ie BCT CDR, BN CDRs, CLP/RCPs), MEDEVAC, Fires Clearance and CAS.
* Monitors BCT and BN level events.
* Receives updates/reports from WfF in the TOC.
* CCIR- Informs required party when CCIR Met (CHOPS/AS3, S3, BCT XO/DCO or BCT CDR).
* Link between the BN TOCs and the BCT.
* Over all in charge of the TOC (WfF representatives while in the TOC work for the Battle Captain as a representative from their Staff Section).

**BCT OPS SGM (CUOPS)**

* TOC NCOIC and supervisor of assigned/attached enlisted personnel.
* Enforces TOCSOP.
* Assists in planning and publishing of OPORDs and FRAGOs.
* Coordinates LOGPAC requirements.
* Controls the issue of supplies.
* Organize and post TOC shifts
* Maintains the TOC Security Plan (Internal and External).
* Assigns all TOC personnel a specific fighting position.
* Supervises emplacement of weapons and fighting position preparation.
* Maintains litter, light and noise discipline.
* Supervises and provides physical security for classified materials to include proper handling of classified waste.
* Ensures all charts, displays, and graphs sterilized before movement.
* Enforces sleep plan
* Plans and supervises TOC training.
* Conducts rehearsals of battle drills with the Battle CPT and Battle NCO.
* Ensures members of TOC know their duties and responsibilities.
* Supervises setup and displacement of the TOC
* Performs as key member of TOC quartering party.
* Positions and supervises ground guides during displacements.

**BCT Radio Telephone Operators (RTOs).** Serve a variety of purposes in the BCT TOC. The RTO’s primary duty is to provide the link between subordinate BNs to the TOC. This may be via FM, SIPR, SVOIP, NIPR, BFT, MERC Chat or any other communications method.

 Duties of the RTOs include:

* Monitoring the radios.
* Receiving and recording reports.
* Updating status charts as necessary.
* Assisting in the publication of orders and graphics.
* Assisting in the setting up and dismantling of the TOC.
* Serving as recorders during the MDMP.
* Cleaning and preparing charts and overlays for the MDMP (Analog and digital; graphics and CPOF).

**BN/SQDN Liaison Officers (LNO).** Represent the BN/SQDN Commander at the headquarters of another command to coordinate and promote cooperation between the two commands. LNOs to the BCT from BNs/SQDN are usually CPTs. Their duties include:

* Acquiring and maintaining a full understanding of the CDR's intent. The LNO must be able to understand and explain unit actions to the gaining command.
* Maintaining an awareness of BCT and subordinate unit situations, planned Intelligence operations and plans, Surveillance and Reconnaissance plans, combat operations, and any other Warfighting Function statuses.
* Maintaining an awareness of the gaining command’s status and planned operations.

The duties of a BN LNO to a BCT include:

* Works for the BN CDR and is a direct representative for his BN Commander and staff to the BCT.
* Assists in the BCT Current Operations arena (as directed or needed).
* Assists the BCT Staff in planning/targeting for upcoming operations (BN’s perspective).
* Assists the BCT in allocation/synchronization of assets in support of his battalion.
* Represents his BN during the daily OPSYNC and all Targeting meetings.

**BCT LNO to Division/RC**

* Must know and understand the BCT Commander’s Mission, intent and CCIR.
* Know unit and FOB strengths, activities, combat power, defense plans, etc.
* Understand the enemy situation in the BCT’s OE.
* Know the details on the spheres of influence (SOI) in the BCT OE.
* Know the current attitudes of the local population in the BCT OE.
* Understand the BCT’s orders and graphics.
* Inform BCT XO/S-3 and BCT Command Group of upcoming missions.
* Manage RFIs from both BCT and DIV/RC HQs.
* Acquires information on current and future operations and relays to the BCT HQ.
* Assists with coordination between BCT and DIV/RC Staff Sections.
* Acts as a conduit for timely information between both HQs during major actions, events, and operations.
* Must be prepared to participate in staff-planning with both military and civilian staffs.
* Attend all pertinent meetings at DIV/RC and the BCT (if possible).
* Stays current on IO and sustainment issues.
* Ensures all DIV/RC WARNOs, Orders and FRAGOs are received by BCT.
* Assists with ensuring reporting systems function properly.
* Relays information from DIV/RC BUBs to the BCT.

**BCT FUOPS/Plans**

The BCT Planner serves two functions during combat operations.

* First, the BCT Planner assists the BCT executive officer in leading the staff through the military decision making process (MDMP).
* Develops the staff timeline for planning and overseas the development of all staff products to include all warning orders, the written operations order, graphics, and the operations order presentation.
* Upon completion of the commander's back brief, the BCT Planner will conduct a deliberate handover of the operational plan with the BCT CUOPS officer.
* Second, the BCT Planner assists the BCT S3 in the conduct of targeting. The BCT Planner will attend all targeting working groups and meetings and execute the operations function in the absence of the BCT S3.

During training, the BCT Planner is responsible for implementing Higher Headquarters training guidance into the development of long range training plans and training events.

* The planner is responsible for assigning a project officer for each training event and ensuring all training events are properly resourced.
* The BCT Planner will hand off all training events three weeks prior to the training event.
* The project officer will remain assigned to the project and transition to the current operations section to ensure continuity.

**BCT OPS SGM (FUOPS)**

* Serves as NCOIC of the BCTs Future Operations and Plans section.
* Subject matter expert and advises FUOPS S3 on plans, operations and execution of future operations.
* Oversees the forecast of resources.
* Develops plans of action with Higher HQ and Afghan counterpart.
* Coordinates and supervises the performance of duties associated with the management and leadership of all operational planning personnel.

**BCT Knowledge Manager (Scott, who’s this?)**

* Battle Command and Chief Knowledge Officer for BCT.
* Responsible for creating, facilitating, and managing a horizontally based knowledge transfer system designed to harness emerging enemy and friendly TIPs at the tactical level, internal to the BCT, for competitive advantage against a networked, adaptable enemy force through technological innovation and developing information flow and organization in order to synchronize information that can be turned into knowledge.
* Help the staff perform internal and external knowledge gap analyses. Create techniques to bridge gaps.
* Recommend creating an organizational knowledge network and provide metrics for evaluating its effectiveness.
* Create a unit KM plan and execute it through the unit staff. Ensure the KM section fully supports this plan.
* Continuously assess KM as it applies to staff readiness, unit infrastructure, and unit performance.
* Advise the commander and staff on integrating KM practices and procedures throughout the organization.
* Monitor emerging KM trends for incorporation into unit operations.
* Monitor formal and informal social networks that transfer knowledge (that is, who the subject matter experts are, who goes to them, and what connects seekers with subject matter experts).
* Facilitate achieving greater knowledge creation and transfer across the organization. Seek feedback to evaluate the progress of knowledge sharing initiatives.
* Show staff teams how to develop knowledge sharing within their areas of expertise.
* Develop KM policies and procedures and ensure command-wide dissemination and compliance.
* Develop effective techniques and procedures for organizing, applying, and transferring observations, insights, and lessons from after action reviews into unit operations, standing operating procedures, and training.
* Oversee planning and implementing KM activities across the unit by communicating with other commands’ KM officers, both horizontally and vertically.
* Establish and chair a working group made up of staff representatives and KM officers from subordinate units.
* Plan the creation, management, and monitoring of active participation in a knowledge network within the unit’s organizational structure to facilitate operational synchronization.
* Coordinate and oversee the unit’s KM training using Battle Command Knowledge System training assets.
* Oversee the unit’s content management efforts.
* Serve as the chief architect for the KM structure. Understand the functions of its information systems and other technical networks and how to best use them to integrate their products into the common operational picture.
* Coordinate with the S-6 to ensure that the unit’s technical network supports knowledge creation, organization, application, and transfer across the unit.
* Help subordinate units without KM sections apply KM.

**BCT Provost Marshal (PM)**

* The BCT PM provides guidance and direction to the BSTB MP Platoon Leader regarding MP operations.
* Is responsible for planning, coordinating, and synchronizing MP assets and functions, to include Law Enforcement Professionals (LEP).
* Provides advice on crime trends, patterns, and associations; coordinates and prepares warrants for target folders and packages.
* Tracks and provides detainee disposition and reporting.
* The BCT PM in the protection cell provides protection planning assistance with the BCT ENG and CBRN officer.
* BCT PM can also assist with refined intelligence updates on possible rear area threats.
* Advises the commander on military police capabilities, programs, and policies.
* Coordinates with the commander and staff officers on the employment of military police assets and support, ensures that military police planning is practical and flexible, and ensures that plans reflect manpower and resources that the military police require.
* Advises the BCT Commander on the C2 relationship of military police and support assets.

BCT PM Responsibilities include:

* Assist in host nation (HN) military and civil police integration and training.
* Planning, coordinating, and synchronizing MP assets and functions, to include Law Enforcement Professionals (LEP).
* Provide primary oversight for the BCT Detention Facility.
* Assist BNs with coordinating movement of detainees to various facilities depending on the detainee’s intelligence value.
* Track and provide detainee disposition and reporting.
* Provide guidance to the BCT MP Platoon Leader regarding MP Operations.
* Provide oversight and coordination for the Tactical Explosive Detection Dog (TEDD) program and all other Military Working Dog (MWD) assets.
* Provide advice on crime trends, patterns and associations.
* Coordinate and prepares warrants for target folder packages.
* Provide Customs support.
* Lead for the ANSF and GIRoA Negative Influencer and Positive Influencer BCT cell; ties results into the BCT Targeting cycle.

**BCT Chemical Officer**

The BCT chemical officer (CHEMO) is a special staff officer responsible for coordinating chemical, biological, radiological, nuclear (CBRN) and smoke operations. Additionally, the CHEMO is responsible for USR (Garrison and deployed) and serves as the Force Modernization officer for the BCT.

The duties of the BCT CHEMO include:

* Recommending operational exposure guidance (OEG), biological warfare defense measures, and appropriate mission-oriented protective posture (MOPP) levels to the BCT commander.
* Providing technical advice and recommendations on CBRN reconnaissance operations.
* Assessing the effect of enemy CBRN-related attacks on current and future operations.
* Assessing the effect of toxic industrial chemicals (TIC) and toxic industrial materials (TIM) on Soldiers, and the effects of BCT operations on civilian TIC/TIM facilities.
* Planning and coordinating CBRN decontamination (except patient decontamination) operations.
* Operating the BCT CBRN warning and reporting system.
* Responsible for the CBRN section of the TACSOP.
* Responsible for validating the CBRN battle drills.
* Request DIV CBRN assets as necessary.
* Tracking of TIC/TIM hazard sites w/in AO.
* Coordinate CBRN site assessments in AO.
* Push CDM reports from DIV/RC to BNs.
* Provide technical advice and recommendations on CBRN hazard mitigation.

**BCT Female Engagement Team (FET):** FETs are female Soldiers organic to the BCT grouped into teams that have received the requisite theater directed training; teams geared towards better understanding the Operational Environment and how to effectively interact with females from a host nation.

FETs are BCT enablers designed to:

* Support the BCT’s priorities, including, but not limited to, enable COIN operations and a comprehensive understanding of the operational environment with an emphasis on engaging and interacting with females from a host nation.
* Build support and confidence of the female population for the GIRoA.
* Provide an understanding of a different perspective of women which will provide a better situational awareness of the operational environment.

Duties of the BCT FET OIC and NCOIC:

* Advise the BCT Commander and staff on FET operations, capabilities, and means and methods of employment.
* Develop and supervise additional training for all FET Soldiers.
* Monitor and supervise all FET operations in the BCT.
* Provide oversight (and in some cases, command and control) to larger BCT-level FET operations involving FETs from multiple FET teams.
* Develop FET missions in conjunction with the BCT S-3.
* Receive and consolidate all FET operation mission summaries from FETs operating at all levels within the BCT.
* Develop and submit a daily FET mission engagement summary to the BCT S-3.
* Attend pre-mission briefings and debriefs as the mission allows for all FET teams.

**BCT FSCOORD**

The BCT fires cell and its elements integrate the fires war fighting function into BCT operations. FM 3-09, Chapter 2-17, states, “The fire support coordinator is the BCT’s organic fires battalion commander; if a fires brigade is designated as the DIV/RC force field artillery headquarters, the fires brigade commander is the DIV/RC’s fire support coordinator and is assisted by the chief of fires who then serves as the deputy fire support coordinator during the period the force field artillery headquarters is in effect.” With this in mind, the FA Battalion Commander serves as the FSCOORD. The cell at the BCT level is led by the BCT Assistant FSCOORD (MTOE as FSCOORD) and staffed by Soldiers who have expertise that is integral to the fires war fighting function. The fires cell is the centerpiece of the BCT’s targeting architecture, focused on both lethal and nonlethal target sets. The fires cell thus collaboratively plans, coordinates and synchronizes fire support, aspects of information engagement and civil affairs in an integrated fashion with the other war fighting functions to support BCT operations. The targeting working group brings together representatives of all staff sections concerned with lethal and non-lethal targeting. It synchronizes the contributions of the entire staff to the work of the fires cell.

Garrison responsibilities include training oversight of all fire supporters and working closely with the BCT S3 and FA BN CDR to schedule and train fire support activities for the BCT including the Semi-Annual Certification and Best FIST competition.

* Assists in the planning and coordination of fire support for the maneuver BCT. In the (FA BN CDR’s) absence is the principal advisor on fire support matters (assets, capabilities, limitations, and missions) to the BCT commander and his staff.
* Assists in the synchronization of fires and maneuver.
* Responsible for developing an internal battle rhythm to receive running estimate information and rehearsal times synchronized with BCT, maneuver battalions and the fires battalion battle rhythms.
* In conjunction with the BCT S-6, responsible for establishing a communications PACE plan for fire missions and reporting.
* Coordinates the DELIVER function of targeting. Directs the attack of targets by fires in accordance with (IAW) the priorities and effects established by the maneuver commander.
* Keeps the maneuver commander, (FA BN CDR) and staff informed of the current status, location, and activity of all fire support assets in conjunction with the targeting officer and Fires Battalion S-2, keeps the maneuver S-2 informed of enemy indirect fire capabilities and limitations.
* Develops the concept of fires within the MDMP and targeting process.
* Develop for approval: the fire support plan with FSTs and supporting products (Annex D,HPTL, AGM, TSS, TSM, and FSEM (and RDOs).
* Ensures battalion FSOs are aware of assigned FSTs and are refining targets IAW top-down fire planning.
* Acts upon and coordinates requests for fire support from battalion FSOs. Continually assess fire support asset availability and recommends priorities and allocation of fire support.
* Recommends Fire Support Coordination Measures (FSCMs).
* Assists the BCT S-3 in terrain management for fire support assets.
* During the MDMP and targeting meetings, recommends with assistance from the BCT S-2 and BCT S-3, what targets to attack, when, where, and with what assets (lethal/nonlethal).
* Anticipates changes during mission execution and recommends and coordinates revisions to the fire support plan.
* Coordinates with the TACP for employment of CAS.
* Coordinates with BAO for employment of Rotary Wing assets.
* Coordinates all AC2 actions with the BCT ADAM cell.
* Participates in combined arms rehearsals and conduct fire support rehearsals.
* Assists the maneuver S-3 in planning both dismounted and mounted (Knight Vehicle equipped) combat observation and lasing team (COLT) employment to ensure they are integrated into the overall Intelligence and Surveillance and Reconnaissance plan.
* Facilitates the targeting process in the absence of the DCO and assessments in the absence of the XO.
* Assists in the development of crisis action planning.

**BCT Fire Support Officer/Effects**

* Assists the BCT FSCOORD perform his duties and acts as the FSCOORD in his absence.
* Primarily responsible for facilitating the AWG, and managing effects in the BCT Targeting process.
* Coordinates with the EWO, IO, Civil Affairs (CA), Psychological Operations (PSYOP) and other nonlethal representatives as appropriate for the nonlethal attack of targets and integration of IO into the concept of the operation.
* Responsible for FM tech rehearsals.

**BCT Field Support Operations Sergeant**

* Supervises and leads the fire support cell.
* Coordinates and implements BCT Fire Support training programs.
* Providing tactical and technical guidance to subordinates, and professional support to lower and higher grade Soldiers in the accomplishment of their duties.
* Supervises the preparation and distribution of maps, operational information, operational reports, and training materials.
* Prepares and maintains the operational SOP.
* Supervises and maintains classified files and records.
* Leads, supervises, and participates in identifying and indicating location, strength, tactical deployment, and emplacement of enemy units.
* Overseas Fires contribution to terrain model construction for rehearsals.

**BCT Fire Support NCO**

* Manages the FC current operations.
* Recommends employment of target acquisition assets and target selection standards to include COLT / KNIGHT employment.
* Drafts fire support plans for tactical operations orders and plans.
* Disseminates and manages running estimates.
* Executes clearance of fires and CFBD rehearsals.
* Manages (AFATDS, EMT and JADOCS).
* Manages BCT FSCMs.
* Coordinates with BAE for management of ACMs.
* Supervises the performance of operator, crew, and organizational maintenance on section vehicles.
* Supervises the enlisted personnel in the FC.
* Maintains files and documents for unit historical records.
* Manages the fires digital folders, files and other documents.
* Responsible for BCT FIST certification.
* Responsible for building Fires into the terrain model for rehearsals.
* Responsible for the terrain model for the Fire Support rehearsal.

**BCT Targeting Officer**

* Coordinate with the BCT S-2 to identify HPTs.
* Coordinates with the Fires BN TA Platoon Leader to conduct counterfire rehearsals and clearance of fires drills
* Acts as a liaison between the BCT S-2 and the BCT Fires Cell ensuring intelligence pertaining to the fires WFF is acted upon in a timely manner.
* Assist the BCT S-2/ collection manager to ensure that the BCT Intelligence and Surveillance and Reconnaissance plans are synchronized with the fires WFF.
* Manage changes to radar azimuth of search (AOS) and radar zones.
* Responsible for the development and management of the lethal HPTL, TSM, AGM and TSS.
* Coordinate with the Fires BN TA Platoon Leader to ensure that Firefinder and LCMR maintenance cycles are deconflicted with IDF pattern analysis.
* Advises and assists the FSO / EWO on EW operations.
* Coordinates EW support for EW operations.
* Helping the BCT S-2 to develop the Intelligence and Surveillance and Reconnaissance and target acquisition plans.
* Helping to provide staff supervision of target acquisition assets organic to, attached to, or under control of the BCT.
* Coordinating with the BCT S-2 for target acquisition coverage and processing of HPT.
* Producing the targeting synchronization matrix for target acquisition assets supporting the BCT.
* Conducting target coordinate mensuration when applicable.
* Conducting munitions effects analysis (weaponeering) when applicable.
* Conducting collateral damage estimation when applicable.
* Developing, recommending, and disseminating the AGM, MOP, and MOE to subordinate elements.
* Managing target lists for planned fires.
* Coordinating and distributing the restricted target list in coordination with the BCT FSO.
* Develops, maintains, and disseminates targeting products.
* Synchronize and deconflict target with all agencies and organizations.
* Developed, Maintained, Distributed all Lethal targeting folders.
* Tracks and coordinated all ACCM within the BCT OE, AO and AI.
* Coordinates all Lethal targeting with CJSOTF, OCFI, BFC and other agencies.

**BCT Assistant Targeting Officer**

* Develops and provides IPB products to other targeting team members.
* Works with the BCT FSO to develop, periodically assess and update:
	+ - TSS.
		- HPTL.
		- DBA requirements.
		- Attack/effects guidance matrix (A/EGM).
		- Target/effects synchronization matrix (T/ESM).
		- DST.
		- Targeting requirements to focus reconnaissance, surveillance and target acquisition (RSTA) assets and operations.
* Requests and obtains combat assessment reports. Assess and makes recommendations to update targeting products and operations.
* Supports BCT targeting meetings as required.

**BCT Targeting NCO**

* Responsible for setup and operation of the target processing section.
* Leads, supervises, and trains the targeting element.
* Sets up and maintains all targeting element maps, charts, and records.
* Ensures AFATDS is properly initialized and used in conjunction with the targeting information from the target production map and other sources to produce targets.
* Assists in recommending employment of fire support means to include Naval Gunfire and CAS.
* Ensures targets generated by the targeting element are passed to the fire control and operations elements for action.
* Ensures information from shelling reports (SHELREPs) and mortar bombing reports (MORTREPs) are integrated into the target development process.
* Helps maintain the artillery order of battle database and target files.

**BCT Fire Control Officer**

* Monitor the tactical situation.
* Maintain and update unit information and digital/voice status.
* Ensure tactical fire control with supporting FA and TA assets.
* Monitor processing of preplanned fires in the FS plan.
* Coordinate clearance of all fires with units (see Counterfire Drill).
* Maintain and update the current active RFA/NFA list.
* Maintain digital link to FA/TA assets.
* Develop TA positioning, coverage, and zones for each COA.
* Ensure proper orientation of available assets.
* Track FA/TA assets.
* Track and maintain situational understanding of CAS.
* Send fire missions to BN TF/FDC for processing.
* Obtain combat assessment reports.
* Ensure MFRs and ATI reports are received and processed.

**BCT Target Processing Specialist, Fire Support Specialist, Radio Telephone operator / Vehicle Driver**

* Establishes, maintains, and operates radio communications and security equipment including encoding and decoding messages
* Prepares and maintains daily staff journal, fire support situation map, status charts, capability overlay, and other fire support and target processing records
* Assists in preparation and dissemination of fire support plans, coordinating documents, and target lists and provides liaison support
* Assists in initiating requests for field artillery, mortar, naval gunfire, and aerial delivered munitions.
* Emplaces, maintains, and assists in the operation of laser range finders, target designation, and night observation devices
* Operates and performs operator maintenance on section vehicles and generators
* Performs crew maintenance and participates in organizational maintenance of section equipment

**BCT Air Liaison Officer**

The air liaison officer (ALO) is a special staff officer responsible for coordinating United States Air Force (USAF) support of BCT operations, including CAS, air interdiction, air reconnaissance, airlift, and joint suppression of enemy air defenses (SEAD). The ALO is a senior Air Force officer, usually a major. The ALO is a critical component of the fires team and provides expertise in using Joint Fires during MDMP and Current Operations. Participates in the targeting process and meetings. Performs air mobility duties in conjunction with the Division/RC Air Mobility Liaison Officer (AMLO).

The responsibilities of the ALO include:

* Directing the BCT Tactical Air Control Party (TACP) and supervision of forward air controllers (FAC).
* Advising the commander on employment of aerospace assets.
* Managing the USAF tactical air direction radio net and air request net.
* Submitting BCT requests for immediate CAS and reconnaissance support.
* Coordinating airlift requirements.
* Coordinating tactical air support missions with the fires, and air defense and airspace management (ADAM) sections.
* Providing USAF input into the BCT A2C2 plan.

**BCT Aviation Officer**

The BCT Aviation Officer (BAO) is the special staff officer responsible for synchronizing Army aviation operations into the BCT scheme of maneuver. He is also the BCT’s primary planner for AC2 for the BCT AO. The BAO is the SME in AASLT planning and is the BCT’s lead planner for AASLT operations. The BAO also serves as the Alternate Collateral Duty Safety Officer.

Responsibilities of the BAO include:

* Chief of the BCT ADAM section.
* Coordinating tactical air support missions with the fires, and air defense and airspace management (ADAM) sections.
* Assisting the fires section in analysis of airspace control orders (ACO) and air tasking orders (ATO).
* Monitors and controls all BCT airspace up to coordinating altitudes.
* Integration of aviation into sustainment operations of the BCT (i.e., medical evacuation [MEDEVAC] and aerial resupply).
* Representing Army aviation in MDMP and other staff planning processes (i.e., IPB, ISR, and targeting).
* Manages the Personnel Recovery (PR) program; serves as the Personnel Recovery Officer (PRO) for the BCT.
* Integrates aviation into the PR operations and the BCT MEDEVAC plan.
* Assisting the S3 in the development of airspace control measures.
* Maintaining the aerial portion of the COP.
* Oversees BN Raven training programs.
* Conduct Raven refresher training.
* Conduct AASLT and AGI training to BN, CO, and Staff.
* Receives, Processes, and distribution of all Air Mission Requests.
* Vets all Shadow flight risks prior to DCO to approval.

**BCT Electronic Warfare Officer (EWO)**

The BCT Electronic Warfare Officer (EWO) is the special staff officer responsible for planning, coordinating, and supporting the execution of Electronic Warfare (EW).

The EWO-

* Leads the EW Working Group.
* Plans, coordinates, and assesses EW offensive, defensive, and support requirements.
* Supports the BCT S-2 during IPB.
* Supports the Fires Support Coordinator (FSCOORD) to ensure electronic attack (EA) fires are integrated with all other effects.
* Plans, assesses, and implements friendly electronics security measures.
* Prioritizes EW effects and targets with the BCT FSCOORD.
* Plan and coordinates EW operations across functional and integrating cells.
* Deconflicts EW operations with the Spectrum Manager (Scott, who’s this?).
* Maintains a current assessment of available EW resources.
* Participates in other cells and working groups to ensure EW integration.
* Serves as EW subject matter expert on existing EW rules of engagement.
* When designated, serves as the Jamming Control Authority.
* Prepares, submits for approval, and supervises the issuing and implementation of fragmentary orders for EW operations.

**BCT Engineer**

The BCT ENG is a special staff officer responsible for coordinating the use of organic engineer or augmenting engineer assets to conduct combat (mobility, counter mobility, and survivability (M/C/S), general and geospatial engineering support to the BCT. Since BCTs no longer have an Engineer BN, the BCT ENG provides the senior technical insight to engineer functions. The BCT ENG is also the staff lead for BCT-CIED WG, SWEAT-MS Assessments within BCT AO, and BCT Protection Lead.

The duties of the BCT ENG include:

* Advising the commander on necessary engineer augmentation to be requested.
* Recommending the engineer priorities of effort and support, essential mobility/counter mobility/survivability tasks (EMST), and acceptable mission risks to the Commander during employment of engineer enablers and equipment.
* Advising the commander on obstacle construction and breaching.
* Manage general engineer construction support efforts for the BCT and HNSF.
* Participating in targeting meetings and serve as lead on C-IED WG and infrastructure development WG
* Providing a terrain visualization mission folder on the effects of terrain on friendly and enemy operations.
* Producing specialized maps and maintenance of the digital terrain database (in coordination with [ICW] the S2).
* Supervises the Geospatial Topographic Section (TOPO).
* Monitoring the status of engineer units and the engineer capabilities of other BCT units, providing that status to appropriate BCT staff sections.
* Assisting the IPB process with the engineer battlefield assessment.
* Planning and coordinating the use of the SPIDER munitions and other specialized countermobiilty or protection devices and equipment.
* Planning and supervising construction and maintenance of camps and facilities (FOB/COPs) for BCT units.
* Synchronizing environmental considerations for the BCT.
* Conduct assessments on facilities and infrastructure to ensure functionality, LHS, and survivability.
* Execute duties and responsibilities as the BCT Protection Cell Lead.
* Monitor route status for trafficability and roadside IED threat.
* Manage RCP taskings at the BCT level and synchronize RCP with maneuver and sustainment operations.
* Coordinate training and certification of engineer personnel and units within the BCT.
* Coordinates for EOD teams and assists with CO management ICW the EOD Company Commander.

**BCT S-4 (D4)**: is the primary staff officer who is overall responsible for logistics in the BCT and serves as the OIC of the BCT Admin and Logistics Cell or ALOC that, besides logistics, also includes human resources functions (S-1, Chaplain, Legal) and health services (Surgeon’s Cell). Subsections within the BCT S-4 include Supply, PBO, Food Service, and Transportation.

* Works directly for the BCT XO and advises the BCT XO and BCT Command on all logistical areas.
* Provides technical guidance and assistance on logistics to all BCT subordinate units and may often work directly with BN XOs.
* Coordinates efforts and communicates issues with the higher “4” staff section whether that be a DIV, Mission Support Element, or RC—whichever unit the BCT effectively works for.
* Interfaces frequently with the BSB SPO to ensure the BCT is receiving adequate logistical support.
* Serves as the lead logistical planner and writes paragraph 4 of official orders, while the SPO is the executor and creates the concept of support for the BCT. NOTE: While the S-4 is the lead planner, only the SPO can commit logistical assets to missions.
* Manages the BCT’s budget through use of various spending and money monitoring and by working with the higher coordinating with the DIV G-8 section. Budget management can involve annual, quarterly, and monthly spend plans.
* Responsible for all logistical and life support contracts.

**BCT Supply**

* Lead agency for the Command Supply Discipline Program (CSDP) within the BCT.
* Manager Review File (MRF) oversight for items ordered in PBUSE and SAMS.
* Provides technical assistance to the battalions pertaining to the operation of unit supply rooms and use of PBUSE.
* Serves as the Gov’t Purchase Card holder for staff purchases.

**BCT PBO**

* Property Accountability across the BCT.
* CL VII inventories (overall property book, cyclic, sensitive items).
* Distribution of new equipment and equipment fielding.
* Splitting property books when the BCT deploys.
* Unit level inventories (change of command/responsibility inventories).
* Orders and tracks CL VII for the BCT’s units.

**BCT Food Service**

* Field Feeding Operations across the BCT.
* Food as component of Soldier fitness.
* DFAC Council Program for the Dragon DFAC.
* Food Costs – the financial viability of DFAC food service operations.

**BCT Transportation**

* BCT mobility – moving the entire BCT and major unit movements (often these are admin movements) – involves vehicular, rail, line haul, and air movements.
* Overall control of the data in unit TCAIMS systems.
* Container management across the BCT.
* The BCT’s movement link to TRANSCOM, FORSCOM and during deployment, coordinates with the theater movement POC.

**SPO**

* Advising the BSB Commander on sustainment requirements versus assets

available

* Coordinating external sustainment requirements for BCT units
* Synchronizing sustainment requirements to ensure they remain consistent

with current and future operations

* Planning and monitoring sustainment operations and making adjustments to

meet sustainment requirements

* Coordinating with the BCT S-4 to track available Sustainment capabilities

and assets, and responsible for Annex F, Appendix 1 to all OPORDs.

* Distribution Management Center (DMC) for the BDE
* Executive agent for BCS3/LRT Integration
* Provide Maintenance oversight and all commodity tracking
* Provide SASMO Support

**BCT Signal Officer (D9)**:Responsible for all aspects of communications operations for the BCT Command while in garrison and at the TOC in a deployed environment.

Primary duties include:

* Advises BCT XO on communications status/capabilities/limitations and their impact on the close and deep fight.
* Recommends to the BCT S3 priorities for communications to support tactical operations and locations of command posts that support communications activities. This ensures the unit is in a position to get the most out of communication line of sight systems.
* Manages installation, operation, and maintenance of all Joint Network Tactical Communications Systems (JNTCS) for the BCT while deployed in a tactical environment.
* Assumes OPCON responsibilities of C CO/BSTB from the Brigade Special Troops Battalion upon deployment for any BCT Level Training Exercises and Deployment operations.
* Maintains all strategic communications equipment for the BCT while in a garrison environment and ensures strategic liaison with the Fort Riley Network Enterprise Center while conducting validation of all networked systems to meet Information Assurance compliance at all times.
* Monitors the communications situation in the BCT TOC, and the status of communications connectivity to DIV/RC and separate BN command posts
* Ensures the TOC maintains situational awareness throughout all operations. Using a staff of 19 Soldiers and more than 15 civilian contractors, the S6 plans and supervises the command’s communication support network, including ABCS, Command Post Node, and other digital communications hardware.
* For any BCT-level FTX and deployment, the BCT S6 assumes OPCON responsibilities of C CO/BSTB for additional Signal assets and personnel to provide the BCT with full spectrum operations.
* Serves as the senior Frequency Manager and coordinates frequency allocation requests, NIPR and SIPR links, reporting and processing of monitoring, interference, jamming and intrusion problems as well as coordinates signal interface with host nation, allied forces, and joint task forces.
* Synchronizes with the BCT S9 on availability of civilian communications for military use and recommend PIRs to the BCT S2 through the BCT S3 in addition to assisting the S3/S2 in preparation of EW plans and annexes.
* Manages and controls communication links supporting battlefield information systems for additional supported units.
* Writes Paragraph 5 (Command and Signal) and Annex H (Signal Operations) while ensuring that information is exchanged at all shift changeovers.
* Ensures S6 representation is at the TOC at all times.
* Supervises and ensures the reliability of the Common Operational Picture (COP) across all ABCS systems in coordination with the Current Operations Battle Captain and conducts BCT Battle Update Briefs, including briefing the current communications situation whenever required.

**BCT Network Operations**

* Monitor and supervise the troubleshoot procedures for all satellite communications (SATCOM).
* Report all SATCOM status to the BCT S6 and DIV G6/ RC J6.
* Provides technical assistance to the battalions (BN) pertaining to the operation of all units’ SATCOM and the use of satellite tactical terminals (STT).
* Monitor and control all SATCOM traffic at the BCT and BN levels
* Submit, monitor, and manage all Satellite Authorization Requests (SAR) prior to any FTX/deployment.

**BCT Frequency Manager**

* Record, account and assign all frequencies (FREQ) assigned to the BCT and BNs.
* De-conflicting of all FREQ interferences and report to DIV G6/RC J6.
* The BCT FREQ Manager is the only POC at the BCT to request for FREQ from DIV G6/RC J6.
* Control all FREQ (either FM, HF or SC TACSAT) within the BCT OE during FTX/deployment.
* Acting as the BCT’s liaison with civilian counterpart for all FREQ matter during deployment.
* Report all FREQ in the BCT’s inventory to DIV G6/RC J6.

**BCT Communications Security (COMSEC)**

* Generate and issue all COMSEC keys to the battalions per monthly or as dictated by DIV G6/RC J6.
* COMSEC as the mean for all communications during FTX/deployment and limited during garrison operations.
* Monitor and reports all COMSEC incidents to BCT, DIV/RC and FORSCOM.
* Update and reports all appointment orders to garrison command and FORSCOM.
* Provide oversight and inspect all units with all COMSEC matters.

**BCT Automations**

* BCT FA53 will act as the BCT S6 planner and as the tasking recommendation to the BCT S3 for during the BCT S6 absent.
* Operate and monitor all SIPR and NIPR capabilities within the BCT in garrison and FTX/deployment.
* Monitor and report to the BCT S6 and DIV G6/RC J6 on all information assurance (IA) issues.
* Operate and maintain the BCT’s tactical server to provide SIPR and NIPR services for the BCT’s and BNs’ TOC/TAC.
* The BCT’s link to DIV’s tactical server.
* Provide troubleshooting guidance to the BNs and also acting as the liaison with the Digital System Engineer (DSE).
* Monitor and manage the BCT’s automation helpdesk.
* Update the BCT’s server with the latest software from civilian’s agencies (i.e. Microsoft, Cisco. etc.).
* Coordinate with DIV/RC and host installation for all automation aspects to support the BCT for SIPR and NIPR services (i.e. emails, install. etc.).

**C CO/ BSTB-Signal Company Commander (SICO)**

* Work with the BCT S6 to develop the Common Signal Picture (CSP) and integration of Signal Companies capabilities into the BCT
* Coordinate and plan with the BCT S6 to provide recommendation for tasking on Signal Company assets.
* Provide a refined commander’s intent on collection to support BCTs’ retransmitting (RETRANS) asset management and develop the RETRANS implementation.
* Serve as the tasking recommendation to BCT S3 for during both the BCT S6 and FA53 absent. Advise the FA53 for all satellite and combat radio net (CNR) matter for tasking purposes.
* Has overall authority of all satellite and CNR assets.
* Conduct battlefield circulation to ensure accountability of property and effective use of Signal Company’s Capabilities.
* Maintain daily communication with BCT S6 to stay current with operations and ensure proper support.
* Supervise and coordinate information flow, production and synchronization between all Signal Company’s elements.
* Maintain current maintenance status on all organic Signal Company’s systems.
* Coordinate and supervise all Signal OPS with FSO, ALO, and S3 ICW CM&D.
* Establish and oversee company command post operations.
* Advise the BCT commander on the capabilities, limitations, and most effective employment of the company.
* Continuously assesses company’s ability to sustain its internal operations and its ability to support assigned mission.
* Understand the terrain over which the unit operates and how the terrain enhances or limits RETRANS operations.
* Manage JNN personnel to maintain system availability.

**BCT S7/Information Operations Officer (D38)**: A coordinating staff officer responsible for integration of non-lethal effects to destroy or disrupt the information flow of threat forces and the protection of friendly information from threat forces. Responsible for the orchestration of inform and influence activities (IIA) that synchronize themes and messages with actions to support operations. IIA primarily focuses on leveraging IO components (Public Affairs, Military Information Support Operations, Soldier and Leader Engagement, and military deception) and enablers (COMCAM, Operations Security, Civil Affairs activities, and Cyber/Electromagnetic activities) in support of the BCT’s mission. The IO officer supervises the BCT MISO planner.

Primary functions of the S7 include:

* Integrate situational understanding and visualization into the operations process from inception to include, but not limited to, synchronizing information engagement activities with other operational activities, particularly civil affairs; nesting information engagement activities with those of higher headquarters and with the overall strategic communication plan; and verifying compliance with applicable policy and regulations.
* Mitigate unintended consequences Includes, but not limited to, ensuring the operations process gives due consideration to the impact actions proposed by other staff may have on the perception, attitudes, beliefs, and most importantly, behavior of different audiences in the unit’s operational environment and on the command engagement plan.
* Integrate information operations activities into base plans and orders, which includes, but not limited to, incorporation appropriate substance into the Commander’s Vision, Intent, Concept of Operations, Tasks to Subordinate Units, synchronization matrix, and the command engagement plan; coordinating continuously with other staff, and actively participation in the organization’s working groups, coordination cells, boards, and centers as appropriate.
* Assist the BCT Commander in understanding and visualizing the informational aspects of the operating environment, which includes, but is not limited to, identifying audiences relevant to the mission; discerning perceptions, attitudes, and beliefs that shape the behavior of those audiences; determining social, cultural, political, and physical factors that affect how each audience perceives information and makes decisions; and developing options for influencing the perceptions, decisions, and behavior of each relevant audience.

Duties of the BCT S7 include:

* Coordination with the BCT S3 and BCT FSCOORD for Military Deception, MISO, and Electronic Warfare (Offensive IO).
* Coordinating with the BCT Public Affairs Officer (PAO) to disseminate information (related to offensive IO).
* Integrating IO into MDMP and the targeting process (offensive IO)
* Coordination with the BCT S2 on OPSEC (defensive IO)
* Coordinating with the BCT S6 to protest the BCT C4 network (defensive IO)
* Coordination of pre-deployment IO training for subordinate units
* Advise the BCT Commander on IO and the status of friendly, neutral, and adversary IO system capabilities and limitations.
* Integrate IO into planning.
* Write the IO annex (ANNEX J – INFORM AND INFLUENCE ACTIVITIES).
* Synchronize the conduct of IO.
* Oversee staff coordination for IO support from higher headquarters.
* Maintain a current IO estimate.
* Integrate IO into the targeting process.
* Nominate IO-related targets.
* Coordinate IO-related targets with higher headquarters.
* Advise fires and effects coordination cell (FECC) and S-3 on MD opportunities and capabilities.

**The BCT CA Officer (D39)**: is responsible for CA activity planning. The BCT S-9 usually conducts collaborative planning as part of the information engagement working group or targeting working group. The S-9 has a close working relationship with sustainment (including contracting) and engineer units within the BCT for the conduct of CA projects. CA projects are usually tasks assigned to subordinate commanders owning the AO. The BCT CA staff helps coordinate planning and support for these projects. The BCT civil-military operations (CMO) also organize the BCT civil-military operations center (CMOC).

Doctrinal Civil Affairs Activities at the BCT level include:

* Populace and resources control (PRC)
* Assist the BCT by conducting activities that ensure the BCT’s activities create minimal impact on the civilian population, and limit civilian interference with friendly activities.
* Foreign humanitarian assistance (FHA):
* BCT S-9 and assigned CA units conduct consequence management to limit the impact of friendly operations on the civilian population. This includes Commander’s Emergency Relief Program (CERP) activities, condolence payments, processing claims for damage caused by US forces, solatia payments (facilitating processing through host-nation), IDP and refugee planning and coordination, as well as Humanitarian Assistance Product distribution. CA efforts include coordinating with GO and NGO’s operating in the area to mitigate HA issues in addition to or in lieu of US efforts.

Civil information management (CIM): Assist the BCT S-7 and BCT PAO in informing and influencing the population by establishing Civil-Military Operations Centers that serve as a dedicated information hub for the local population and governments.

Nation assistance (NA):

* Serves as a “stop-gap” to assist host nations in providing services to the people when civil capacity has been damaged or pre-empted by friendly operations. Through coordination with the DCO, utilizes CERP activities to assist in national assistance as a short-term solution.
* Support to civil administration (SCA):
* Assists the BCT in partnering with host-nation governments to grow civil capacity to ensure long-term stability and security, and minimize civilian impact to friendly operations. This includes serving as the primary liaison for the supported commander to the civil government.

Additional responsibilities include:

* Will coordinate with the PRT to combine efforts and avoid overlap of CA projects
* Establish Civil-Military Operations Center and serve as OIC when directed.
* In the absence of attached CA Unit, serve as primary Civil Affairs Planner to ensure that Civil Considerations impacting friendly operations are considered.
* Assist the BCT staff in assessing the Civil Capacity of the assigned Area of Operations, and develop priorities of effort to support the BCT Commander’s priorities.
* Serve as Liaison with Governmental Organizations (GO) and Non-Governmental Organizations (NGO) operating within the BCT’s OE.
* Assist the BCT Commander in partnering with the local, provincial and national governments (as appropriate) and developing governance capacity.
* Assist in Lethal and Non-Lethal targeting planning to mitigate effects of lethal operations on the civilian population and to maximize success on targeting of non-lethal aspects of the BCT’s Long Range Plan.
* Integrates higher HQ Civil Affairs activities and priorities into BCT operations.

**BCT Public Affairs Officer:**

The BCT PA staff performs the following:

* Advise and counsel the commanders at all levels concerning PA.
* Develop PA Long Range Plan.
* Perform media facilitation.
* Train the BCT on PA topics.
* Coordinate, execute and oversee community engagement, command information and public information activities.
* Develop BCT communication strategies.

The BCT PAO is the Personal Staff Officer responsible to the BCT Commander for the following:

* Serving as the primary point of contact for all media interaction with the BCT and subordinate organic and task-organized units.
* OIC of the Media Exploitation Cell in order to shape and frame themes and messages for media engagements and campaign plans.
* Primary planner for message development and information engagement activities that fall under the “Inform” category of “Inform and Influence Activities” as defined by FM 3-0.
* Develop a coverage plan to ensure appropriate coverage for all BCT activities within the scope of the BCT Commander’s Intent.
* Responsible for synchronizing BCT PAO assets as well as subordinate Unit Public Affairs Representatives (UPAR).
* Responsible for overseeing battalion and below UPAR activities.
* Open-source media analysis for amount, slant, duration, and interest level of external coverage; also considers impact of media coverage on friendly activities and affected populations; conducts analysis of local, national and international media outlets and their impact on operations.
* Ensures the vetting process takes place for embedded media.
* Collaborate with IO, MISO, CA, COMCAM and other information engagement tools to ensure unity of effort of BCT information engagement activities.
* Coordinating coverage with DIV/RC, Corps or Garrison Public Affairs efforts to ensure appropriate distribution or exploiting media opportunities.
* Defeat enemy propaganda through timely and accurate release of information and messaging strategies.

Primary Areas of Public Affairs Doctrinal Efforts.

(1) Public Information:

* Responsible for ensuring all media interactions are with approved media sources and are conducted in accordance with the DOD Principles of Information (DOD Directive 5122.5).

(1) Information shall be made fully and readily available, consistent with statutory

requirements, unless its release is precluded by national security constraints or valid statutory mandates or exceptions. The provisions of the Freedom of Information Act will be supported in both letter and spirit.

(2) A free flow of general and military information shall be made available, without

censorship or propaganda, to the men and women of the Armed Forces of the United States, including civilian employees, contractors, and their dependents.

(3) Information will not be classified or otherwise withheld to protect the

government from criticism or embarrassment.

(4) Information shall be withheld only when disclosure would adversely affect

national security or threaten the safety or privacy of the men and women of the Armed

Forces.

(5) DOD’s obligation to provide the public with information may require

coordination with other government agencies (OGAs). Such activity is to expedite the flow of information to the public.

(6) Propaganda has no place in DOD PA programs.

* Prepare themes, messages and talking points for media engagers prior to media interaction.
* Supervise, analyze and report on all sanctioned media interactions within the BCT to ensure unity of messaging.
* Provide media escort and facilitate media access and life support during training events and deployments.
* Analyze, update and distribute approved Public Affairs Guidance, Message Development Plans, and event-specific talking points.
* Provide input to the BCT targeting and operations efforts on how best to employ media to achieve the commander’s intent.
* Generate press releases in conjunction with BCT SIGACTS and keystone events to keep the population informed of BCT activities (promote the public trust and confidence).
* Coordinate, establish and oversee all media activities.
* Speechwriter for keynote speakers.

(2) Command Information:

* Develop a plan to collect, produce and distribute command information products to audiences associated with the BCT (Soldiers, Family members, retirees, general military interest, etc), using organic and attached PAO assets as well as a robust effort from battalion and below UPARs.
* Use social media to disseminate command information (FaceBook, YouTube, Twitter, Flickr, etc).
* Communicate to our internal audience to create an awareness of BCT goals, inform them of significant developments affecting them and the organization, increase their effectiveness as ambassadors of the organization, and satisfy their desire to be kept informed about what is going on in the organization and operation.
* Maintain and archive unit records of combat action and garrison activities.

(3) Community Engagement:

* Promote a positive working relationship with the Fort Riley and Flint Hills communities through a timely and accurate exchange of information pertaining to the BCT’s activities.
* Seek out and maximize opportunities for the BCT to conduct community relations events (static displays, parades, color guards, honor guards, etc) IAW DOD regulations and Fort Riley Garrison policies.
* Transition home-station Community Relations efforts to forward-deployed efforts in order to promote a positive working relationship with the local population in Afghanistan while deployed.

**BCT Safety Officer**: **BCT Tactical Safety Professional**

* Serves as the Safety and Occupational Health Manager for the BCT with responsibility for planning, managing, and administering a safety and occupational health program.
* Interprets and implements approved safety policies of the Agency and ACOM, using AR 385-10, DA Pam 385-10 and related series.
* Adapts/supplements safety directives from higher authority, closely coordinates with Division/RC, Corps, FORSCOM, and Army headquarters activities safety staff, as applicable.
* Incorporates basic safety practices and safe physical standards established by the Military Services, Department of Labor under the Occupational Safety and Health Act (OSHA), and other recognized authorities into BCT training and mobilization plans and procedures.
* Exercises skill, diplomacy and ability in communicating with the BCT Commander, subordinate Commanders and BCT senior level staff on safety matters.
* Responsible for development, organization, execution, and assessment of the Tactical Safety Program.
* Provides technical guidance and advice for environmental, radiation, live fire training, base operations, construction plan review at BCT level, transportation (rail, barge and air operations), ammunition/explosives, industrial operations, and training of collateral duty officers.
* Participates in operations planning group meetings and other course of action sessions to provide technical guidance and assistance to members of the BCT command group, subordinate Commanders, and staff officers for the integration of range safety criteria into mission OPORDs, FRAGOs, and MOIs and the accomplishment of the mission and subordinate event risk management plans.
* Provides technical guidance and ensures compliance with established safety criteria.
* Serves as the BCT Commander’s technical expert to identify, analyze, and provide risk management control measures for life-threatening hazards.
* Provides technical guidance during the operations planning process to ensure the integration of safety risk management.
* Assesses the effectiveness of the Safety Program to identify strengths and weaknesses and develops methods and techniques to improve operational and systemic deficiencies.
* Takes appropriate action to improve or simplify operations, reduce operating costs, and institute changes to obtain greater coordination or more efficient operations.
* Provides technical advice to the BCT Commander in the development of his guidelines, policies, procedures, and courses of action for safety.
* Provides interpretation of technical and general/vague criteria to assist in the formulation of appropriate control measures.
* Develops on-the-spot methods and techniques to control or eliminate associated high-risk hazards.
* Deploys with Area of Operation units and other operations as tasked by higher headquarters.
* Participates in the study of or makes recommendations involving AO/OE safety policies, procedures, plans, and regulations to ensure compliance with applicable host nation/foreign military personnel and civilians when in a deployed status, and other such standards and to accommodate situations unique to this location and environment.
* Provides technical guidance and assistance to deployed Commanders and staff officers to ensure compliance with established criteria, mission goals, and risk management.
* Monitors and guides the activities of multi-national contacts within the AO/OE.
* Prepares and briefs after-action reviews, and prepares lessons learned, recommendations, changes, and procedures to assist follow-on forces and operations.
* Assures proper accident notification and investigation procedures are followed.
* Serves as the point of contact for accident information within the unit, as the local technical advisor on accident investigation boards established as a result of death, disabling injury, and major property damage to identify and analyze the cause factors, systems defects, command climate, and performance/standards failures.
* Targets findings and recommendations at the appropriate level of command and submits to the appropriate authorities.
* Conducts independent accident investigations of all classes and categories of accidents to determine and analyze contributing factors and establish appropriate corrective measures.
* Conducts accident trend analysis of Area of Operations and similar operations to inform Commanders regarding factors impacting human and material resources and methods and actions to take to enhance accident prevention initiatives.
* Establishes a schedule for and conducts compliance inspections and surveys of ranges, organizations, operations, facilities, and equipment to identify operational, facility, and systemic safety and health deficiencies.
* Conducts a hazard risk analysis on each deficiency and assigns a risk assessment code.
* Provides Commanders, managers, and staff officers, recommended abatement actions.
* Conducts opening and closing briefings with Commanders, directors, staff officers, and managers to provide the scope of the survey and findings and recommendations.
* Develops lesson plans, support materials, lessons learned, and risk management information for instructional use.
* Develops schedules, coordinates and conducts safety briefings, safety training classes, and professional development classes for senior and junior leaders within the command and subordinate organizations.
* Develops and presents relevant risk management information in preparation for deployment into an Area of Operations and hand-off of mission to follow-on forces.
* Develops and creates education information to promote safety awareness via unit safety councils, newspaper articles, radio and television spots, safety-grams, newsletters, brochures and other communication tools available.

**BCT Judge Advocate (BJA)**: A special staff officer who is the primary legal advisor to the BCT CDR. The BJA is also responsible for providing relevant, professional, and timely advice to the BCT leadership and staff on:

* Criminal law. This includes criminal investigations and overseeing the prosecution of court-martials and non-judicial punishment. Prior to deployment, ensure General Order 1 is briefed. Responsible for supervising and training the BCT Trial Counsel (TC).
* Operational Law. This includes oversight and advice on detention operations, as well as all kinetic and non-kinetic operations. Advise on compliance with domestic and international laws and agreements. Advice extends to both current/future operations and planning efforts. Nest efforts during kinetic operations with the fires cell. Ensure Soldiers receive effective pre-deployment training relative to the Law of Armed Conflict. BJA/BLS are responsible for training 100% of the BCT on the ROE and to collect, create and disseminate ROE vignettes.
* Ethics. Serves as the ethics counselor for the BCT.
* Claims. Coordinate for claims coverage in garrison. While deployed, serves as the primary officer responsible for the provision and oversight of both personnel and foreign claims.
* Legal Assistance/TDS. Coordinate for the provision of these services both in garrison and deployed. While deployed, serve as the rater for the BCT Legal Assistance Attorney, if given one. Both services require attorney-client relationships, and therefore cannot be provided to the BCT Soldiers by either the BJA or Trial Counsel.
* Administrative Law. Conduct administrative enlisted and officer separations. Oversee, in-brief, and provide legal reviews of all administrative investigations. Provide legal support for responding to Congressional inquiries. Assist in legal non-deployable population tracking. The BJA/BLS will maintain the BCT's investigation tracker. The BJA/BLS is also required to submit reports to DIV SJA IAW with the DIV/RC investigation matrix.
* Fiscal Law. Provide advice on all spending in the BCT, from whatever fund, to include CERP expenditures while deployed.
* Intelligence/ MISO. Provide oversight to in-theatre operations of MISO. Provide legal support to intelligence operations, including the intelligence oversight officer.
* Rule of Law. Oversee the BCT RoL efforts while deployed.

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**BCT Chaplain**: The BCT Chaplain is responsible for:

* Staff authority for BCT's religious support program.
* Providing technical supervision, mentoring, resourcing, and training for battalion Unit Ministry Teams (UMTs).
* Defining the BCT Commander's religious program.
* Support the DIV/RC Commander's religious program.
* Advising the Commander on all matters of religion, culture, morale and morals which impact the BCT and full spectrum operations.
* Primary responsibility for planning, coordinating and executing Memorial Ceremonies for HHC, 4IBCT Soldiers and providing staff supervisory oversight for all Battalions WRT Memorial Ceremonies.

**BCT Unit Ministry Team.** The BCT Unit Ministry Team, community clergy, and Distinguished Faith Group Leaders (DFGLs) also provide a variety of services:

Prevention. The BCT Chaplain offers a number of proactive services for Soldiers, civilian employees, and their Families to include:

* Conducting worship services, Bible studies and religious support activities.
* Conducting classes on topics such as stress reduction and suicide prevention.
* Conducting pre-deployment and reunion briefings.
* Conducting singles and marriage seminars and training.
* Conducting spiritual resiliency programs and activities.
* Monitoring spiritually high risk Soldiers and Marriages.
* Referrals to Behavioral Health, Family Life Chaplain, MFLC, or other agencies.

Chaplain programs include:

* Strong Bonds for Single Soldiers.
* Strong Bonds for Couples.
* Strong Bonds for Families.
* Strong Bonds Pre-and Re-deployment.
* Chaplain Program FRSA.

Intervention. During a trauma or crisis, the Chaplain offers the following active services:

* Acting as a key BCT staff member on crisis teams.
* Conducting Critical Incident Stress Debriefings (CISDs).
* Assisting with any casualty notification (not as casualty assistance or notification officer).
* Conducting memorial or funeral services and ceremonies.
* Offering ministry of presence.

Post-trauma operations:

* Serving as a point of contact between the Commander, unit, and Family.
* Offering ongoing pastoral care and counseling.
* Determining whether special support groups are necessary.

Coordinates for Catholic Coverage. The BSB Chaplain serves as the BCT Catholic Priest to provide Catholic coverage for all Soldiers in the BCT by performing Masses, confessions, other sacraments and Catholic-related counseling.

**BCT Surgeon:** The BCT Surgeon is a MC Officer (Major, AOC 62BOO). He is a special staff officer who plans with and coordinates BCT CHS activities with the BCT S1. The BCT Surgeon is assigned to the headquarters and headquarters company (HHC) of the maneuver BCT. The BCT Surgeon is responsible for the technical control of all medical activities in the command. The BCT Surgeon oversees and coordinates CHS activities through the BCT Surgeon Section (BSS) and the BCT S3. The BCT Surgeon keeps the BCT Commander informed on the status of CHS for BCT operations and the health of the command. He provides input and obtains information to facilitate medical planning. His specific duties in this area include:

* Ensuring implementation of the CHS section of the BCT TACSOP/TOCSOP.
* Determining the allocation of medical resources within the BCT.
* Supervising technical training of medical personnel and the combat lifesaver program within the BCT.
* Determining procedures, techniques, and limitations in the conduct of routine medical care, emergency medical treatment (EMT), and advanced trauma management (ATM).
* Monitoring aero-medical and ground ambulance evacuation.
* Monitoring the implementation of automated medical systems.
* Informing the DIV/RC surgeon on the BCT’s CHS situation.
* Monitoring the health of the command and advising the commander on measures to counter disease and injury threats.
* Exercising technical supervision of subordinate BN Surgeons and PAs.
* Providing consultation and mentoring for subordinate battalion surgeon, physicians, and PAs.
* Providing the medical estimate and medical threat for inclusion in the commander’s estimate.

Responsibilities of the BCT Surgeon. The BCT Surgeon, assisted by the BSS, is responsible for planning and coordinating the following CHS operations:

* The system of treatment and medical evacuation (MEDEVAC), including aero-medical evacuation.
* Dental services.
* Preventive medicine services.
* Combat stress control.
* Medical supply and medical maintenance support, including technical inspection and status reports.
* Medical humanitarian assistance (see FM 8-42 pertaining to Title 10, United States Code requirements).
* Combat health support within the command.
* Preparation of reports regarding medical administrative records of injured, sick, and wounded personnel.
* Advising on health status of the command and of the occupied or friendly territory within the commander’s area of responsibility.
* Reviewing all BCT OPLANs and contingency plans to identify potential medical hazards associated with geographical locations and climatic conditions.
* Advising on the medical effects of the environment, NBC, and directed-energy devices on personnel, rations, and water.
* Identifying and tracking critical Class VIII items and establishing priorities for procurement.
* Determining requirements for medical personnel and making recommendations concerning their assignments.
* Coordinating with the BSB HSSO and maneuver battalion staff elements for continuous CHS.
* Submitting to higher headquarters those recommendations on professional medical problems that require research and development.
* Providing recommendations on allocation and redistribution of AMEDD personnel, CHL, and CHS during the reconstitution process.
* Advising commanders about the PVNTMED aspects of all operations and the availability and use of CSC teams.
* Advising commanders on the effects of accumulated fatigue, radiation exposure, possible delayed effects from exposure to chemical or biological agents, and use of countermeasures and pretreatments.
* Advising commanders on policy for personnel exposed to lethal but not immediately life threatening doses of radiation or chemical and biological agents.
* Ensuring that clear and accurate patient records are maintained of all clinical encounters for supported deployed personnel through the use of a DA Form 8007-R or through the use of digital patient records, as they become available. See AR 40-66 and FM 8-10-1 for management of individual health records in the field. Also, digital patient records at the DIV/RC and BCT level will be available through the fielding of MC4 and the TMIP.

Mission of the BCT Surgeon Section. Plan, coordinate, and synchronize the BCT’s CHS under the supervision of the BCT Surgeon in order to maintain/increase Soldier readiness.

Responsibilities and Functions of the BCT Surgeon Section. The BSS is assigned to the HHC of the BCT and operates out of the BCT TOC.

* Thesection, in coordination the BSB support operations section and the BSMC commander, is responsible for the development of the medical portion of the BCT OPORD and takes part in the BCT planning process.
* The BSS staff is responsible to the BCT Commander for staff supervision of CHS within the BCT.
* The BSS is also responsible for coordinating GS and DS relationships of organic medical units and medical units/elements whether under OPCON or attached to the BCT. The BCT Commander is updated as required on the status of CHS in the BCT.

The staff of the BSS assists the BCT Surgeon in planning and conducting BCT CHS operations. Specific functions of the BSS include.

* Planning and ensuring that Role I and II CHS for the BCT are provided in a timely and efficient manner.
* Planning and coordinating CHS operations for BCT medical assets, attached, or OPCON DIV/Corps assets. This includes reinforcement and reconstitution.
* Coordinating with the Sustainment Brigade and the BSB Support Operations CHS cell for prioritizing the reallocation of organic and corps medical augmentation assets as required by the tactical situation.
* Ensuring that the medical annex of the BCT TACSOPs/TOCSOPs, plans, policies, and procedures for CHS, prescribed by the BCT Surgeon, are prepared and executed.
* Overseeing medical training and providing information to the BCT Surgeon and BCT Commander.
* Coordinating and prioritizing CLVIII and blood management requirements for the BCT.
* Collecting medical threat information and coordinating combat health intelligence requirements with the BCT S2.
* Coordinating and directing patient evacuation from forward areas to supporting MTFs.
* Coordinating the MEDEVAC of all EPW casualties from the BCT AO.
* Coordinating the disposition of captured medical materiel.
* Coordinating, planning, and prioritizing PVNTMED missions.
* Coordinating with the supporting veterinary element for subsistence and animal disease surveillance.

**BCT Medical Plans and Operations Cell.**

The BCT medical plans and operations cell is typically staffed with a medical plans officer and medical operations sergeant. This cell is responsible for.

* Developing CHS staff estimates for supporting BCT operations.
* Developing and coordinating the medical BCT CHS plan with the BCT Staff, BSB, BSMC, and maneuver BN medical platoons.
* Developing the CHS annex of the BCT OPORD.
* Overseeing and synchronizing BCT CHS operations.
* Monitoring medical troop strength to determine task organization for mission accomplishment.
* Forwarding all medical information of potential intelligence value to the BCT S2 and S3 sections.
* Obtaining updated medical threat and intelligence information through the BCT S2 and S3 sections and from the DSS for evaluation and applicability.
* Coordinating the disposition of captured medical materials according to the TACSOPs/TOCSOPs.
* Coordinating through the DSS for Corps medical support reinforcement/augmentation, as required.
* Verifying emergency supply requests and taking the necessary action to expedite delivery.
* Monitoring Class VIII resupply levels to ensure adequate stockage for support of BCT operations.
* Tracking and managing critical Class VIII items in coordination with the maneuver BN medical platoons, BSMC, DSS and the BCT surgeon.

**BCT Security Force Assistance ANSF Coordination Cell.** The SFAT is a group of field grade officers and senior NCOs assigned to augment the brigade with the Security Force Assistance (SFA) mission. SFAT personnel break down into multiple teams that integrate with the brigade and battalion/squadron staffs. These personnel primarily conduct the “advise” task of SFA and facilitate, enable, or perform other SFA tasks. TF Dragon battalions/squadron are able to perform advise and assist tasks through their staff sections, but company level units lack the expertise, experience, and personnel to do so.The employment of augmented SFAT personnel to advise Host Nation Security Forces (HNSF) enables maneuver units to partner with HNSF.

1. References:
2. FM 3-07.1. *Security Force Assistance*. 1 May 2009
3. FM 3-07.10. *Advising Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces.* 10 September 2009.
4. FM 3-24. *Counterinsurgency*. 15 December 2006.
5. *The Modular Brigade Augmented for Security Force Assistance Handbook*. 1 June 2009.

b . **HNSF Coordination Cell**. The HNSF Coordination Cell is an SFAT kept at the Brigade Combat Team level. This team is co-located with the Brigade S3 shop. The functions of the HNSF Coordination Cell are to:

* Serve as the lead SFA and HNSF subject matter expert to the BCT Command Group.
* Collect, consolidate, and maintain HNSF Commander’s Unit Assessment Tool (CUAT) reports; brief the BCT Command on HNSF CUATs prior to submitting to higher headquarters.
* Advise and assist the brigade command team in partnering with HNSF counterparts as required.
* Maintain running estimates on HNSF manning, equipment, and training readiness.
* Integrate into brigade targeting and intelligence fusion in order to discuss action and HNSF needs/desires.
* Highlight key HNSF operations and training to the BCT S3.
* Assist in coordination for SFAT sustainment with subordinated battalions/squadron when required.
* Integrate replacement advisors into SFATs as required.
* Assist in the development of human terrain assessment and analysis.
* Serve as the lead SFA and ANSF subject matter expert to the BCT Command.

b. **SFATs.** SFATs are teams of senior officers and NCOs augmented to the BCT and attached to battalions/squadron to perform advise and assist tasks. The function of an SFAT is to:

* Advise and assist HNSF in accordance with FM 3-07.1, FM 3-07.10, FM 3-24, and BCT and partnering battalion/squadron Commander’s Intent.
* Facilitate maneuver unit partnering with HNSF.
* Identify shortfalls in HNSF manning, equipment, infrastructure and training.
* Conduct periodic assessment of HNSF units being advised utilizing the CUAT and provide to the maneuver commander for approval prior to submission to HNSF Coordination Cell.
* Integrate into the targeting and intelligence fusion process of both US/CF and HNSF units as appropriate by physical participation when able. When unable to attend SFATs should provide written or verbal input prior to working groups or meetings.
* Comply with the SOPs of their C2 maneuver unit.
* Coordinate with their C2 maneuver commander before making commitments for US resources to their HNSF.
* Prior to deployment, conduct an expectations management discussion with the partnering unit in order to develop an understanding of what the partnering unit and SFAT can provide each other.
* Work to nest HNSF and partnering US/CF unit Long Range Plan to ensure synchronization and IO themes and messages.

c. **Partner Unit**. Partnering units are US/CF units working in direct partnership with, but unable to advise, HNSF units. Partnering units with attached SFATs will:

* Partner with local HNSF IAW FM 3-07.1, FM 3-07.10, FM 3-24 and higher commander intent.
* Coordinate with local HNSF prior to conducting Key Leader Engagements (KLE) with other governmental or local leaders to project efforts by, with, and through the HNSF. Whenever feasible, coordinate KLEs through the HNSF.
* Receive attached SFATs to advise and assist partnered HNSF, if ample SFATs are available.
* Support SFATs in accordance with published BCT operations orders and the informal understanding developed with SFATs prior to deployment.
* Provide SFATs with functional area specialties (Ops/Logistics/Intel/Medical) as needed.
* Provide a security detachment for SFATs as needed.
* Provide sustainment for SFATs.
* Integrate SFAT into TF targeting and intelligence cycles

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